



TOWN OF ARLINGTON

Fiscal Year 2023
Town Manager's Annual Budget &
Financial Plan

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Fiscal Year 2023 Town Manager's Annual Budget & Financial Plan



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Town Manager

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Deputy Town Manager



**TOWN OF ARLINGTON
ANNUAL BUDGET & FINANCIAL PLAN FISCAL YEAR 2023
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SECTION I

BUDGET MESSAGE



A Resident's Guide to the Budget

Welcome! If you are reading this it means you are interested in better understanding one of the most important documents produced by your community. The Annual Budget & Financial Plan document is much more than just a collection of numbers; it is a reflection of our community's values, priorities, and goals. The Budget document serves as a policy document, a financial guide, and a communications device to its residents. To this end, it is designed to be as user-friendly as possible. This Annual Budget & Financial Plan was created to help orient readers by providing a brief overview of the budget process, as well as an explanation of the organization of the budget document itself. We hope you find the introductory guide a useful tool as you better acquaint yourself with the latest financial and planning information for the Town of Arlington.

THE BUDGET PROCESS

The Town of Arlington is governed by the "Town Manager Act of the Town of Arlington, Massachusetts," by which a popularly elected, five-member Select Board appoints a professional manager to administer the daily operation of the Town. The Town's legislative body is a representative Town Meeting, which consists of 252 members elected from their home precincts. There are 21 precincts in Arlington. The Town Manager is the chief executive officer of the Town, managing the day-to-day business of Town departments.

In accordance with Section 32 of the Town Manager Act, the Town Manager must annually submit a budget to the Select Board and Finance Committee. Arlington has had a long tradition of developing a budget that clearly defines departmental goals and objectives and includes detailed trend analysis and long-term projections. The annual operating and capital budgets are submitted as part of the Town Manager's Annual Budget & Financial Plan. The Finance Committee reviews the Annual Budget January through April when the Committee submits its recommendations to Town Meeting. Town Meeting then adopts both the operating and capital budgets in May. During the fiscal year, budgetary transfers may be made with the approval of both the Select Board and the Finance Committee. Amendments to appropriations must be made by Town Meeting.

It is important to note that the financial and budgetary information presented in the Annual Budget & Financial Plan are projections and are subject to change prior to Town Meeting. For definitions of terms used in the Annual Budget & Financial Plan, see the Glossary at the end of this document.

For past budgets and plans, plus additional financial documents please visit arlingtonma.gov/financial.

BUDGET CALENDAR

July

Fiscal Year begins July 1st

September

Capital Budget requests due to Town Manager

October

Long-Range Plan Updated - Initial Revenue and Expenditure Forecast

November

Operating Budget requests due to Town Manager

January

Budget books distributed to Select Board and Finance Committee by January 15th

January/April

Finance Committee hearings on budget

March

Financial Plan distributed to Select Board and Finance Committee

April

Finance Committee recommended budget submitted to Town Meeting

May

Town Meeting adopts *Operating and Capital Budgets*

June

Fiscal Year ends June 30th



Community Profile

Name: Town of Arlington

Settled: 1635 (as Village of Menotomy)

Incorporated: 1807 (as West Cambridge) Renamed Arlington in 1867

Total Area: 5.5 Sq. Miles

Land: 5.2 Sq. Miles

Water: 0.3 Sq. Miles

Elevation: 46 Feet

Public Roads: 95.27 Miles

County: Middlesex

Population: 46,308 (2020 Census)

Form of Government: Representative Town Meeting

School Structure: K-12

FY2022 Average Single Family Tax Rate: \$11.42 per \$1,000

FY2022 Ave. Single Family Home Value: \$844,658

Coordinates: 42°24'55"N 71°09'25"W

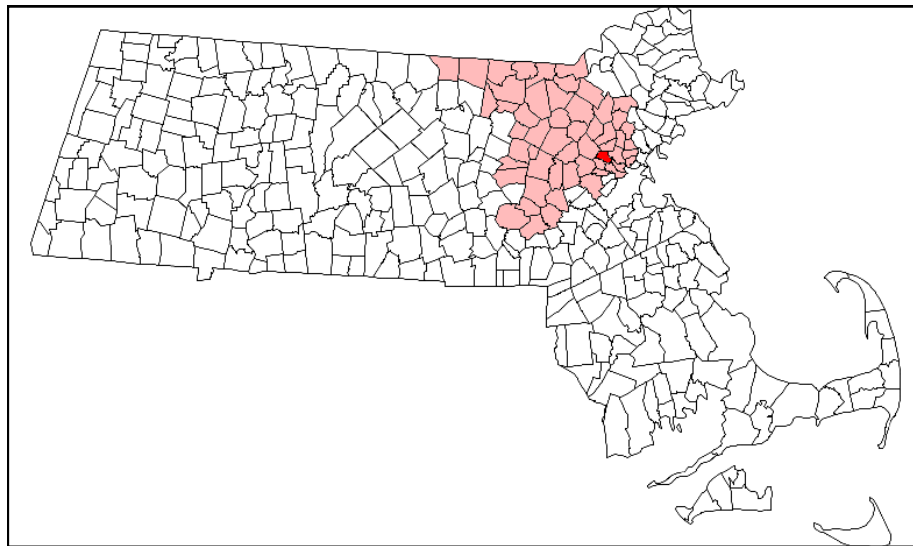
Address:

Arlington Town Hall
730 Massachusetts Avenue
Arlington, MA 02476
Phone: (781) 316-3000
www.arlingtonma.gov

The Town of Arlington is located six miles northwest of Boston and is home to over 46,000 residents living in a compact urban community of 5.5 square miles. Because of its proximity to Boston, Arlington residents are able to enjoy its diverse neighborhoods, active civic life, and good public transportation options. Arlington is more affordable than many of its neighbors and thereby attracts residents who value its geographic location and quality-of-life.

The Town of Arlington was originally settled in 1635 as a village named Menotomy, meaning "swift running water." In 1807, the name was changed to West Cambridge and renamed Arlington in 1867 in honor of the Civil War heroes buried in Arlington National Cemetery.

Arlington, which offers a diverse mix of residential settings and popular retail and entertainment options, has steadily evolved from a working-class community to a more affluent suburban town. Residents have a lot invested in the Town and come to expect excellent municipal services for a reasonable tax bill. The community has a strong history of supporting specific initiatives to improve the quality of these services. This support is evidenced by recent tax override initiatives to upgrade all the school facilities, and to maintain quality services.





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of Arlington
Massachusetts**

For the Fiscal Year Beginning

July 01, 2021

Christopher P. Morill

Executive Director



Fiscal Year 2023 Annual Budget & Financial Plan Budget Message

March 21, 2022

To: The Honorable Select Board and Finance Committee

I hereby transmit to you the recommended FY2023 operating and capital budgets and the FY2023-2027 capital plan. The budget as proposed totals \$197,163,056 which is an increase of \$9,503,949 (5.06%) from the current budget. A summary showing a comparison of the FY2022 and FY2023 revenues and expenditures is shown on page 4. Also, this budget proposal will be made available via the Town's online budget tool, Arlington Visual Budget. It can be viewed at arlingtonvisualbudget.org.

It is important to note at the outset that this budget proposal has been formulated in an environment of continuing economic uncertainty. This uncertainty has been precipitated by the COVID-19 pandemic and its corresponding economic impacts. Though there is reason to believe that the years ahead may provide some returned stability to governmental revenues and workload expectations, such stability has yet be realized and is challenging to project with accuracy.

However, the framework for our long range financial planning remains intact. FY2022, the current fiscal year, is the third year of a four-year plan that incorporated the Proposition 2 ½ override of 2019 designed to carry the Town's budgets through FY2023. The Select Board adopted a set of commitments which served as the basis for the \$5,500,000 operating override that was successfully passed via a Town-wide ballot measure on June 11, 2019. The Board's commitments and the status of fulfilling them are as follows:

1) Exercise fiscal discipline, and provide quality municipal services.

- a. Commit to no Proposition 2½ overrides for at least four years. – **This budget submission maintains this commitment.**
- b. Continue to increase general education operating budgets by 3.5% annually. – **This commitment is maintained.**
- c. Continue to increase general government operating budgets by 3.25% annually. – **This commitment is maintained with a proposed Town budget increase of 2.93%.**
- d. Continue to fund special education cost growth at a rate of 7% per year. – **This commitment is maintained.**

2) Respond to ongoing school enrollment growth pressures. Increase the education budget for future enrollment increases at a rate of 50% of per pupil expenditures. – **Due to decreases in enrollment, this is being addressed as described on Page 3.**



3) Build Arlington's future.

- a. Phase in funding of the School Committee's Multi-Year Plan to: address the impact of explosive enrollment growth of 27% since 2011; improve instruction; close the achievement gap for high needs students; ensure safe and supportive schools; and attract, retain, and develop talented staff. Adopt the following schedule of increases to base operating budgets: FY20 - \$600,000; FY21 - \$600,000; FY22 - \$800,000; FY23 - \$800,000. – **This commitment is maintained, but the schedule of funding has changed due to the economic impacts of the pandemic. This new schedule is described on Page 3.**
- b. Improve mobility for all residents, and support the goals of the Town's Complete Streets and Age-Friendly Community initiatives by adding \$250,000 to the base budget for pedestrian infrastructure -- including sidewalk brick removal and repair -- and senior transportation, such investments to be guided by the Town's sustainable mobility planning efforts. – **This commitment is maintained, with \$200,000 for mobility improvements being included in the capital budget and \$50,000 in funding included in the Council on Aging Transportation Enterprise Fund.**

4) Minimize impact on taxpayers, particularly seniors and others with income challenges.

- a. Advance new tax relief programs, including a municipal circuit breaker and increased eligibility for property tax deferral options, and publicize existing relief programs. – **A new tax deferral program is in place with higher eligibility criteria to allow residents greater access to the program.**
- b. Remove certain water and sewer debt costs from property tax bills. – **The Select Board's reduction of the MWRA Debt Shift in coordination with the issuance of debt related to the Arlington High School Project is complete and no longer in the Town budget beginning in FY23.**
- c. Pursue new revenue sources. – **This commitment is fulfilled on a year over year basis.**
- d. Work with financial leadership to develop bonding schedules that will minimize single-year tax increases and debt service costs related to the Arlington High School rebuild. – **This commitment is being maintained by the Town's Finance Department.**

5) Protect against future fiscal shocks, and maintain the Town's strong bond rating. Maintain financial reserves at 5% or better for the duration of the four-year plan. – **This commitment is maintained.**

Beyond the investments outlined above, the FY2023 budget proposal is a level service budget that maintains core municipal services (Police, Fire, DPW) at current levels. Targeted investments have been made to address community needs and the details of those changes are discussed below.



School Department Funding

Since the outset of the pandemic, Arlington, like many school districts, has seen a significant drop from pre-pandemic levels of student enrollment. For FY2022, the Town set aside the previously calculated School Enrollment Growth Factor in a special Finance Committee Reserve to be prepared for a student enrollment recovery in the fall of 2021. However, enrollment only rebounded by 98 students, leaving the district with 189 fewer students than its pre-pandemic high. Due to this, the FY2023 budget proposal is recommending a resetting of the school budget based on the actual number of students enrolled in the district. Additionally, the FY2023 budget proposal recognizes the need for COVID-related mitigation within the school district budget and proposes funding these services in the amount of \$970,000. Finally, the FY2023 budget continues funding the School Committee's multi-year strategic plan as follows: FY2020 - \$600,000 FY2021 - \$140,000 FY2022 - \$1,030,000 FY2023 - \$1,030,000. The table below outlines the School Department funding recommendation as outlined above:

	FY2022	FY2023	\$ Increase	% Increase
General Education	\$52,809,670	\$55,724,058	\$2,914,388	5.52%
Special Education	\$26,264,964	\$28,103,511	\$1,838,547	7.00%
Strategic Plan Implementation	\$1,030,000	\$1,030,000	\$0	0.00%
Enrollment Reset	\$0	(\$1,379,700)	(\$1,379,700)	-
One Time COVID Impact	\$0	\$970,000	\$970,000	-
Total	\$80,104,634	\$84,447,869	\$4,343,235	5.42%



Overall General Fund Budget Summary

	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Budget	Change	
					\$	%
Revenue						
Property Tax	\$ 133,350,155	\$ 137,156,573	\$ 142,948,226	\$ 148,700,283	\$ 5,752,057	4.02%
Local Receipts	\$ 11,231,688	\$ 9,418,293	\$ 8,873,350	\$ 9,225,900	\$ 352,550	3.97%
State Aid	\$ 22,481,187	\$ 23,539,328	\$ 23,529,766	\$ 24,923,804	\$ 1,394,038	5.92%
FY21 School Construction Aid/FY23: ARPA	\$ 476,523	\$ 476,523	\$ -	\$ 5,000,000	\$ 5,000,000	-
Free Cash	\$ 5,559,782	\$ 5,901,388	\$ 5,659,184	\$ 5,539,215	\$ (119,969)	-2.12%
Other Funds	\$ 200,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ -	0.00%
Override Stabilization Fund	\$ -	\$ 2,024,197	\$ 6,248,581	\$ 3,373,854	\$ (2,874,727)	-46.01%
TOTAL TAXES, FEES, AID, AND OTHER SOURCES	\$ 173,299,335	\$ 178,916,302	\$ 187,659,107	\$ 197,163,056	\$ 9,503,949	5.06%
Transfers in (Offsets)	\$ 2,580,233	\$ 2,623,037	\$ 2,916,046	\$ 3,200,418	\$ 284,372	9.75%
TOTAL REVENUES	\$ 175,879,568	\$ 181,539,339	\$ 190,575,153	\$ 200,363,474	\$ 9,788,321	5.14%
Expenditures						
<i>Municipal Departments Appropriations</i>	\$ 36,757,951	\$ 37,129,411	\$ 41,755,150	\$ 43,177,153	\$ 1,422,003	3.41%
<i>Offsets and Indirect Costs</i>	\$ (2,580,233)	\$ (2,623,037)	\$ (2,916,046)	\$ (3,200,418)	\$ (284,372)	-9.75%
Municipal Departments (Taxation Total)	\$ 34,177,718	\$ 34,506,374	\$ 38,839,104	\$ 39,976,735	\$ 1,137,631	2.93%
School Department	\$ 71,427,139	\$ 75,570,531	\$ 80,104,634	\$ 84,447,869	\$ 4,343,235	5.42%
Minuteman School	\$ 5,384,690	\$ 6,113,371	\$ 6,795,546	\$ 7,947,938	\$ 1,152,392	16.96%
Non-Departmental (Healthcare & Pensions)	\$ 28,883,116	\$ 30,780,027	\$ 32,848,298	\$ 35,140,146	\$ 2,291,848	6.98%
Capital (Includes Debt Service)	\$ 13,196,044	\$ 16,253,328	\$ 18,303,789	\$ 21,949,893	\$ 3,646,104	19.92%
MWRA Debt Shift	\$ 5,593,112	\$ 3,691,454	\$ 1,845,727	\$ -	\$ (1,845,727)	-100.00%
Warrant Articles	\$ 969,954	\$ 985,805	\$ 1,054,291	\$ 1,388,006	\$ 333,715	31.65%
Reserve Fund	\$ -	\$ -	\$ 1,720,145	\$ 1,753,178	\$ 33,033	1.92%
Override Stabilization Fund Deposit	\$ 2,174,510	\$ -	\$ 1,094,055	\$ -	\$ (1,094,055)	-100.00%
TOTAL EXPENDITURES	\$ 161,806,283	\$ 167,900,891	\$ 182,605,589	\$ 192,603,765	\$ 9,998,176	5.48%
Non-Appropriated Expenses	\$ 4,986,098	\$ 5,188,666	\$ 5,053,518	\$ 4,559,291	\$ (494,227)	-9.78%
Surplus / (Deficit)	\$ 6,506,954	\$ 5,826,746	\$ -	\$ -	\$ -	0.00%



Departmental Budgets

Departmental budgets have been held to a 2.93% increase, below the allowable limit outlined in the Long Range Plan. The primary investments in this budget relate to recycling/solid waste collection, staff enhancement in the Diversity, Equity, and Inclusion (DEI) Division and staff capacity enhancement for the Zoning Board of Appeals (ZBA) and the Historic Commission. Only one new general fund position has been added in this budget recommendation (see personnel chart on page 6). New in this year's budget submission is the number of full-time equivalent (FTE) positions that are funded by grants, American Rescue Plan Act (ARPA) funds, and other federal funding. The personnel chart also shows an increase of six people in the Enterprise funds: these six people had already worked for the Town in the Arlington Youth Counseling Center (AYCC) but are now showing as staff to more accurately reflect the work of this division.

DPW - An increase of \$354,896, of which \$260,537 is due to a new, three-year, recycling/solid waste hauling contract between the Town and JRM, a \$10,000 increase to maintenance of town fields, and \$80,234 for a position of, "Systems Analyst/Director of GIS."

DEI Division - An increase of \$29,893 due to transitioning the DEI Assistant position to a full time ADA Coordinator position.

ZBA - An increase of \$29,519 due an increase in hours budgeted for the Zoning Administrator position.

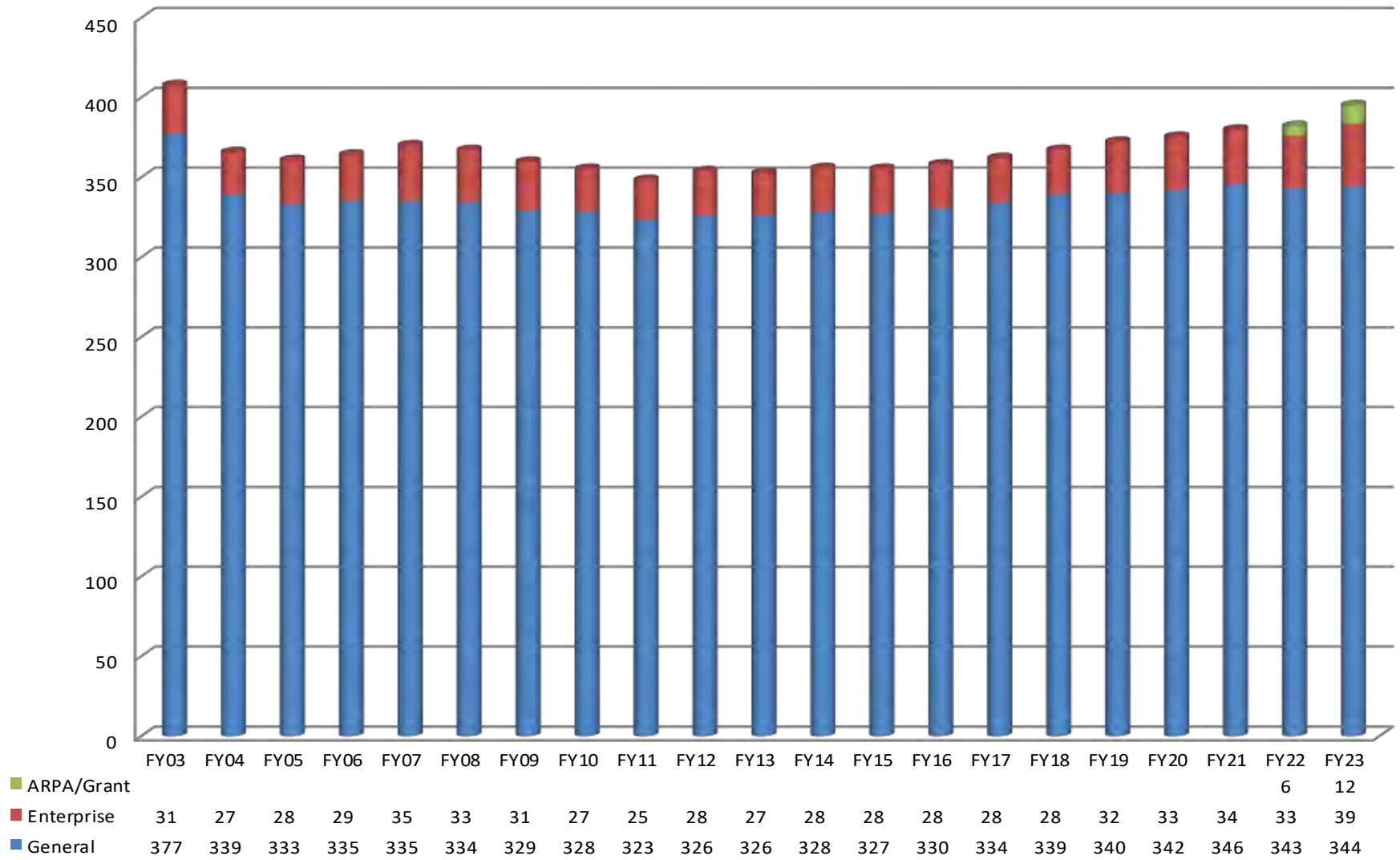
American Rescue Plan Act Funding

The Town is receiving \$35,247,893 in funding from the American Rescue Plan Act (ARPA). These funds have been programmed in a framework endorsed by the Select Board. The Town recently learned that it will be able to use \$10,000,000 of these funds to offset revenue losses experienced during the pandemic. Due to this, the previously endorsed framework will need to be amended and further endorsed by the Board. However, this budget recommendation assumes the \$10,000,000 in ARPA funding will be allocated to offset revenue losses. Additionally, the Town does plan to use a modest portion of the overall ARPA allocation to fund staff positions which are eligible under ARPA rules. These positions will expire at the conclusion of the ARPA grant period. These positions are as follows:

<u>Health Division</u>	Amount
Public Health Nurse (1.61 FTE)	\$123,620
Health Compliance Officer (1 FTE)	\$67,295
<u>Diversity, Equity & Inclusion Division</u>	
Community Outreach Coordinator	\$54,216
<u>Arlington Youth Counseling Center</u>	
Mental Health Clinician (.51 FTE)	\$34,835
Psychiatrist (.23 FTE)	\$28,405
Hourly Mental Health Clinicians	\$21,850
Total	\$330,221



Town Personnel Trends FY 2003 - FY2023 FTEs





Healthcare/Other Post-Employment Benefits (OPEB)

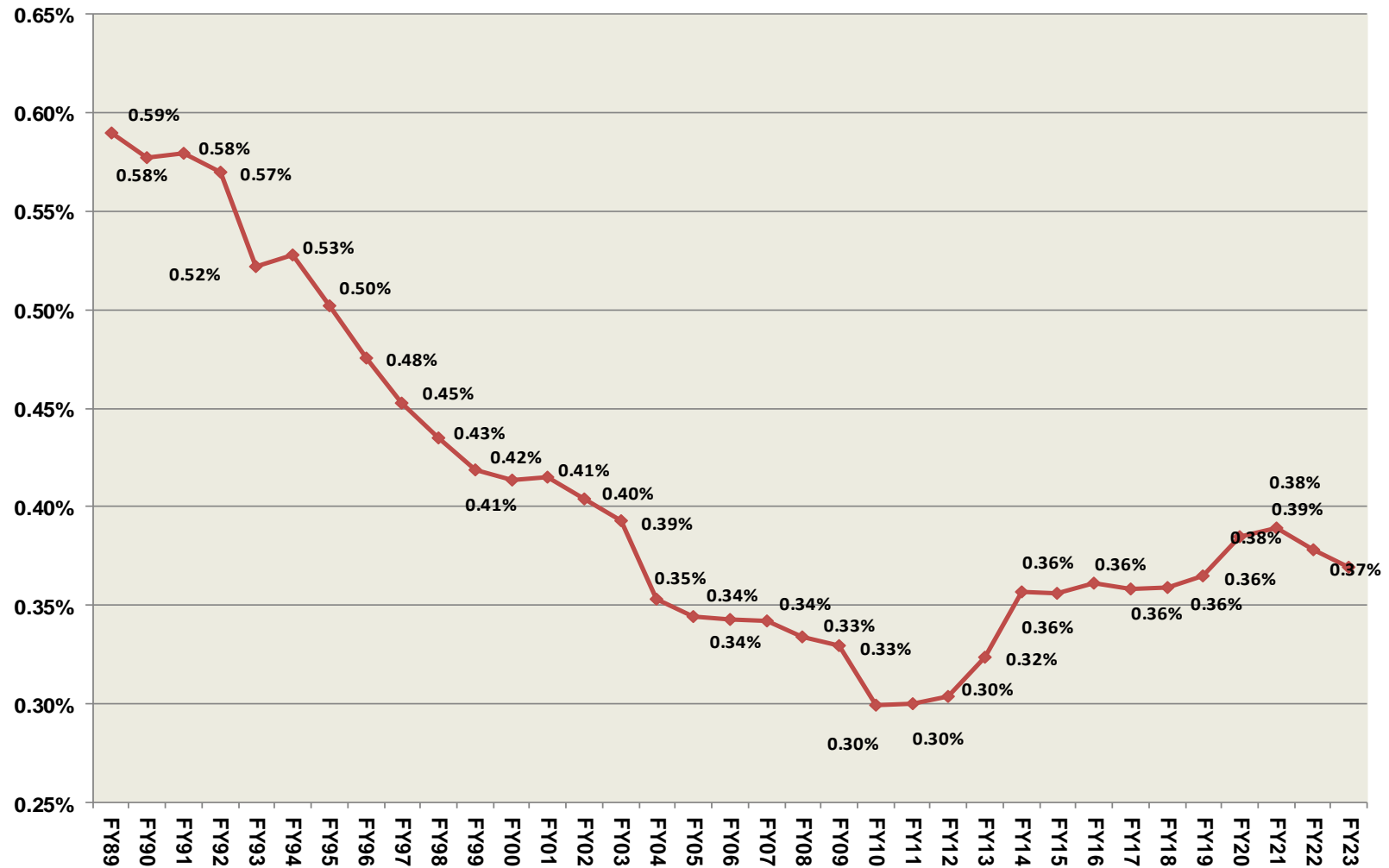
Healthcare spending is projected to increase by 7.47% in the FY2023 budget.

In FY2023, the Town will once again ask for a direct appropriation from the Health Claims Trust Fund into the Town's OPEB Trust Fund. The Town's portion of the Health Claims Trust Fund has an approximate balance of \$1,749,648. The FY2023 recommendation to fund OPEB with \$300,000 from the Health Claims Trust Fund is the tenth year in what is a recommendation to adopt this practice for a ten year period or until the Health Claims Trust Fund is exhausted. This \$300,000 contribution is in addition to the \$698,000 amount otherwise earmarked for appropriation into the OPEB Trust Fund, bringing the total proposed appropriation for FY2023 to \$998,000. This total also includes \$43,000 for the management of the OPEB Trust Fund, an expense previously budgeted within the pension appropriation. The table below provides information regarding the Town's OPEB Trust Fund and OPEB liability.

Town of Arlington OPEB Liability - As of June 30, 2021				
Year	Total Liability	Total Assets	Net Liability	Percent Funded
2020	\$252,494,363	\$15,865,946	\$236,628,417	6.3%
2021	\$264,518,341	\$21,268,077	\$243,250,264	8.0%



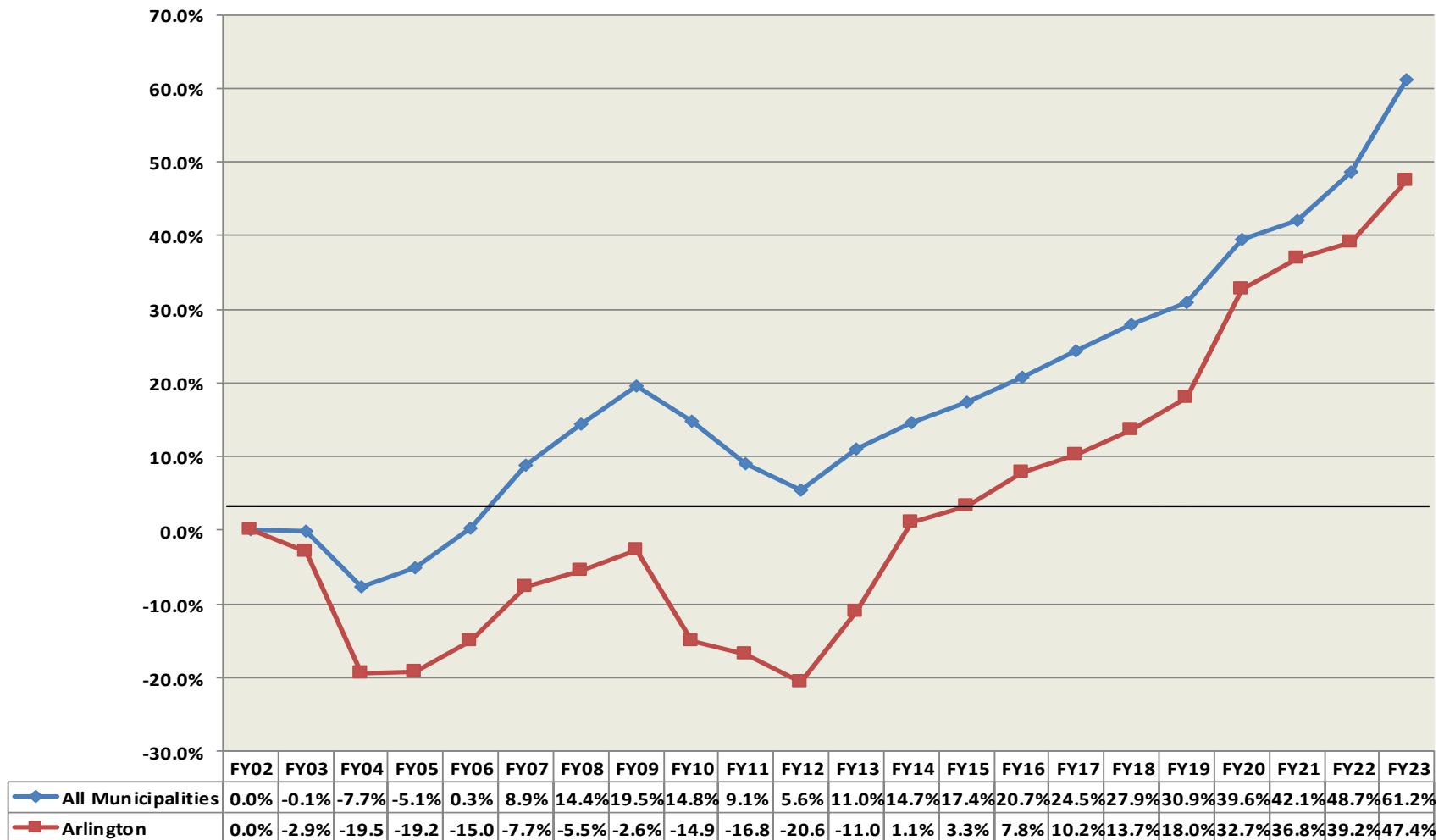
Arlington's Percent of Total State Aid





State Aid Cumulative Year-to-Year Percent Change Since Fiscal Year 2002

(Numbers Exclude School Construction and METCO Reimbursements)





Comparative Data

The FY2023 Annual Budget & Financial Plan includes a set of comparable communities that includes Belmont, Brookline, Medford, Melrose, Milton, Natick, Needham, North Andover, Reading, Stoneham, Watertown, and Winchester. These communities were selected by Town, School, and Union leadership. These communities were identified based on a number of factors including; population, 5 year average municipal growth factor, population per square mile, median income per capita, median income per household, single family median home value, average family tax bill, total tax levy, excess capacity as a percentage of maximum levy, and residential valuation as a percentage of the total tax levy.

There are a number of factors that contribute to Arlington's structural deficit – some common among all municipalities and some unique to Arlington. Some factors particular to Arlington include the fact that Arlington is a densely populated, fully built-out community (see Tables 1 and 2 on page 14). Revenue from growth in the tax base ranks 13 among a group of 13 comparable communities (see Table 3), and remains under the state-wide average. Another indicator of the Town's ability and opportunity to raise revenue is a measure developed by the Department of Revenue called Municipal Revenue Growth Factor (MRGF). It measures a community's ability to raise revenue, taking into consideration a community's tax levy limit, new growth, state aid, and local receipts. As one can see from Table 4, the state-wide average and average of the twelve other comparable communities' MRGF is 4.09 and 2.7 respectively. Arlington's is 2.0, below the comparable communities' and state averages.

Another factor affecting the Town's financial structure is its tax base. The Town's tax base is nearly all residential - the commercial/industrial sector makes up slightly less than 6% of the total. Table 5 shows that Arlington's commercial/industrial tax base ranks 11th out of 13 comparable communities. The average of these communities is 15.52%, almost three times that of Arlington. This affects not only the Town's ability to raise revenue, it places a heavier tax burden on the residential sector as there is almost no commercial/industrial sector with which to share the tax burden. Notwithstanding this, the tax burden, when measured several different ways, is below the average of the 13 comparable communities. In fact, the Town ranks 9th in taxes per capita (Table 6), and 10th in taxes per household as a percent of median household income (Table 7).

A look at how the Town's spending levels impact the Town's financial position shows that the Town's spending per capita is well below the state average and the average of the 13 comparable communities. Arlington ranks 6th out of 13 comparable communities in overall expenditures per capita (see Table 8). The spending average of the other comparable communities is approximately 4% greater than Arlington.

With spending below average for comparable communities, and with revenue growth opportunities below the statewide and comparable communities average, it is clear that the structural problem with the Town's finances lies with the revenue side of the equation as opposed to the spending side.



Table 1		Table 2		Table 3		Table 4	
Municipality	Pop Per Square Mile	Municipality	Housing Units Per Sq Mile	Municipality	New Growth Avg. '19-'21	Municipality	FY2020 Municipal Revenue Growth Factor
1 BROOKLINE	9,306	1 BROOKLINE	3,918	1 WATERTOWN	4.60%	1 NEEDHAM	4.88
2 ARLINGTON	8,940	2 WATERTOWN	3,906	2 NEEDHAM	3.28%	2 WATERTOWN	4.76
3 WATERTOWN	8,596	3 ARLINGTON	3,878	3 NATICK	1.79%	3 NORTH ANDOVER	3.92
4 MEDFORD	7,329	4 MEDFORD	2,969	4 MEDFORD	1.61%	4 MELROSE	2.96
5 MELROSE	6,358	5 MELROSE	2,511	5 READING	1.43%	5 MILTON	2.91
6 BELMONT	5,857	6 BELMONT	2,190	6 NORTH ANDOVER	1.38%	6 WINCHESTER	2.76
7 WINCHESTER	3,803	7 STONEHAM	1,571	7 BROOKLINE	1.36%	7 STONEHAM	2.64
8 STONEHAM	3,780	8 WINCHESTER	1,324	8 BELMONT	1.17%	8 READING	2.37
9 READING	2,570	9 READING	967	9 STONEHAM	1.15%	9 ARLINGTON	2.00
10 NEEDHAM	2,545	10 NATICK	945	10 WINCHESTER	1.12%	10 MEDFORD	1.89
11 NATICK	2,454	11 NEEDHAM	905	11 MILTON	1.09%	11 BROOKLINE	1.72
12 MILTON	2,196	12 MILTON	746	12 MELROSE	0.98%	12 NATICK	1.15
13 NORTH ANDOVER	1,160	13 NORTH ANDOVER	417	13 ARLINGTON	0.72%	13 BELMONT	0.40
Ave w/o Arlington	4,663	Ave w/o Arlington	1,864	Ave w/o Arlington	1.75%	Ave w/o Arlington	2.70
Arlington	8,940	Arlington	3,878	Arlington	0.72%	Arlington	2.00
				State-Wide Ave	1.60%	State-Wide Ave	4.09



Table 5		Table 6		Table 7		Table 8	
FY2021 Commercial/ Industrial/ Personal % of Total Tax Levy		FY2020 Taxes Per Cap		FY2022 Taxes/ Household as % of 2020 median income		FY2020 Total Exp Per Cap	
Municipality		Municipality		Municipality		Municipality	
1 WATERTOWN	38.77%	1 NEEDHAM	\$5,323	1 BROOKLINE	9.1%	1 NEEDHAM	\$5,789
2 NEEDHAM	23.21%	2 WINCHESTER	\$4,882	2 NEEDHAM	8.8%	2 WINCHESTER	\$5,545
3 NATICK	19.53%	3 BROOKLINE	\$4,306	3 WATERTOWN	8.6%	3 BROOKLINE	\$4,994
4 MEDFORD	17.84%	4 BELMONT	\$4,093	4 WINCHESTER	8.1%	4 BELMONT	\$4,702
5 STONEHAM	16.93%	5 WATERTOWN	\$3,803	5 NATICK	8.0%	5 NATICK	\$4,346
6 NORTH ANDOVER	16.71%	6 NATICK	\$3,535	6 BELMONT	7.8%	6 ARLINGTON	\$4,013
7 BROOKLINE	16.56%	7 READING	\$3,242	7 MILTON	6.7%	7 WATERTOWN	\$3,994
8 MELROSE	8.07%	8 MILTON	\$3,189	8 NORTH ANDOVER	6.7%	8 MILTON	\$3,971
9 READING	7.15%	9 ARLINGTON	\$3,087	9 READING	6.5%	9 READING	\$3,889
10 MILTON	6.28%	10 NORTH ANDOVER	\$2,701	10 ARLINGTON	6.2%	10 MELROSE	\$3,641
11 ARLINGTON	5.68%	11 STONEHAM	\$2,398	11 STONEHAM	5.7%	11 NORTH ANDOVER	\$3,226
12 BELMONT	5.24%	12 MELROSE	\$2,387	12 MELROSE	5.3%	12 STONEHAM	\$3,204
13 WINCHESTER	4.22%	13 MEDFORD	\$2,149	13 MEDFORD	5.3%	13 MEDFORD	\$2,856
Ave w/o Arlington	15.52%	Ave w/o Arlington	\$3,501	Ave w/o Arlington	7.2%	Ave w/o Arlington	\$4,180
Arlington	5.68%	Arlington	\$3,087	Arlington	6.5%	Arlington	\$4,013

**Collective Bargaining and Employee Relations**

The Town is in collective bargaining with all unions.

State Aid

State aid is projected to increase by \$1,394,038 or 5.92% in FY2023. This increase is based on the Governor's budget which proposes that Chapter 70 will increase by 7.8% and Unrestricted General Government Aid (UGGA) will increase by 2.7%. This will result in an increase in Chapter 70 funding of \$1,152,257 and an increase of \$225,126 in the UGGA allocation.

Financial Structure and Outlook

Each year, for many years, the Town has had a structural deficit whereby the growth in revenues has not kept pace with the growth in costs necessary to maintain a level service budget. The annual structural deficit is approximately \$4,000,000. As a result of being a built out (further density being the only real growth opportunity) community with limited available growth in its tax base and only recent improvement in its state aid, the Town has had to rely on periodic tax overrides to sustain service levels. Still, in the nearly 40 years of Proposition 2½, there have been only four general tax overrides (inclusive of the June 2019 override).

**Capital Budget FY2023 and Capital Plan FY2023-FY2027****Capital**

The Town's capital improvements program policies call for the allocation of approximately 5% of the general fund revenues to the capital budget. This is exclusive of dedicated funding sources such as enterprise funds, grants, and proposition 2 ½ debt exclusion projects. For FY2023 funding for the capital budget is as follows:

Bonding: \$2,252,100

Cash: \$3,426,277

Other: \$3,806,500

Our existing non-exempt debt is \$6,973,574 which is consistent with prior debt service projections for FY2023. The total capital budget for FY2023, including debt, is estimated at \$21.9 million. With ongoing commitments to spending on the High School and DPW projects, the remainder of the Capital Plan continues to fund ongoing, recurring capital needs such as roads, sidewalks, water and sewer improvements, vehicles, and information technology equipment, without taking on new major investments in FY2023. New to this year's plan are \$2 million of American Rescue Plan Act (ARPA) funds which are offsetting school HVAC projects.

The Capital Planning Committee continued to consider the impact of the Community Preservation Act (CPA) funding on projects that have historically been funded through the capital budget, but could be eligible for CPA funding this fiscal year and beyond. The Committee has included \$2.3 million of recreation and open space and historic preservation projects in the five year capital plan that has been recommended for CPA funding. The Community Preservation Act Committee has completed its review of final applications submitted for the FY2023 funding cycle and will make recommendations for CPA funding at Town Meeting.

Statutory Debt Capacity: State law imposes a debt limit on each community, on certain debt, equal to 5% of the Equalized Valuation (EQV) of the Town. Based on the current Department of Revenue (DOR) reported EQV of \$12.8 billion, the debt limit is \$639.7 million. Arlington's estimated applicable FY 2023 outstanding debt of \$156 million, represents 24.3% of the statutory limit.



Five Year Financial Plan Projection

The cornerstone of our strategic budgeting process is the long-range financial projection. Based upon analysis of internal and external factors impacting the Town's operations and finances, we have prepared the long-range projection found on page 24. These projections will, of course, have to be modified as events unfold, but we believe that they are reasonable for fiscal planning purposes.

Revenue assumptions include the following:

- **Overall revenues** are expected to increase 5.06% in FY2023. Future year increases range from -2.15% to 3.93%. In FY2025, revenue is projected to increase by 0.24%, however, by that time the Override Stabilization Fund will have been depleted. It is anticipated that an operating override will be proposed to avoid this deficit and the resulting cuts to Town and School services.
- **Tax Levy** – The FY2022 tax levy is projected to increase by approximately 3.03%. Future year increases are projected to be between approximately 2.84% and 2.98% per year. New growth is projected at \$700,000 this year. Debt payments for Proposition 2½ debt exempted school projects, previously approved by Town voters, amount to approximately \$13,000,000 each year. Beginning in FY2015 property tax payments from Symmes fully covered the Symmes debt and therefore, no funds are needed to be raised on the tax rate to offset Symmes debt service.
- **State Aid** – Based on the Governor's State budget, state aid is projected to increase 5.92%. In out years, increases are projected to be nearly 1%.
- **School Construction Reimbursement** – MSBA reimbursements will be zero in FY2023.
- **Local Receipts** – Local Receipts are estimated to increase by \$352,550 in FY2023. They are projected to continue that rebound over the next two years, returning to their former levels by FY2026.



- **Free Cash** – FY2023 Free Cash use is \$5,539,215, which is 50% of the Town's available free cash balance. For FY2024 and in each subsequent year, \$4,701,610 is proposed to be appropriated. This is of 50% of the ten year average of certified Free Cash.
- **Other Available Funds** – A transfer of \$400,000 from surplus tax abatement overlay reserve funds is proposed for FY2023. Transfers of \$400,000 from surplus tax abatement are projected for FY24 and are reduced to \$200,000 in each year of the plan thereafter.
- **Override Stabilization Fund** – For at least the first six years of the override (FY2012-FY2018) funds were deposited into the Fund, resulting in an balance of approximately \$26.5 million. In FY2023, \$3,373,854 will be drawn from the fund. A drawdown of \$7.4 million in FY2024 (which will nearly deplete the Fund) will be needed to close the budget gap. There will be a budget gap of approximately \$7.89 million in FY2025. It is important to note that these numbers are projections at this time and may vary significantly in future years.

Expenditure assumptions include the following:

- **School Budget** – Starting In FY2017, expenditures were capped at 3.5% for general education costs and 7% for special education costs. However, the FY2015 School Budget included a growth factor that is aimed to offset the expenses attributable to enrollment growth for the previous years. In future years, the growth factor is included in the following year's general education budget, which results in school budget increases ranging from 4.38% to 4.77%. The growth factor is explained in greater detail earlier in the Town Manager's Budget Message, supra.
- **Minuteman School** – In FY2023 the Town's Minuteman Technical Vocational Regional High School assessment will increase by \$1,152,392 (16.96%). This increase is due to assessments to pay for debt services for the new Minuteman High School construction project and to Arlington's share of the enrollment total. In future years, those capital assessments will continue to increase as the construction project moves forward. Also, in future years, increases for Minuteman are projected at 3.5% per year.
- **Municipal Departments** – Because of financial uncertainty caused by the COVID pandemic, expenditures for municipal departments will increase by only 2.93% in FY2023, which is a growth rate lower than the Town policy of 3.25% annual growth. Going forward, Town expenditure increases are capped at 3.25%.



- **Capital Budget** – Capital policies call for dedicating approximately 5% of General Fund net revenues to capital spending inclusive of non-exempt debt. The Capital Budget fluctuates in future years due to the retirement of exempt debt.
 - **Exempt Debt** – This includes the actual cost of debt service for debt exclusion projects, which include most school projects, except the Ottoson and the Hardy Schools. Exempt debt, also sometimes referred to as Excluded Debt, is debt service that is added to the tax levy above the normal limits of Proposition 2 ½.
 - **Non-Exempt Debt** – This debt will fluctuate over the next several years but will average slightly more than \$7 million per year. Some of the recent major projects funded by non-exempt debt include the DPW Headquarters and the Community Center building.
 - **Cash** – In FY2023 \$3,426,277 in cash funded capital projects is included. This amount fluctuates in future years.
- **MWRA Debt Shift** – The amount has been funded at \$0. The Water and Sewer rates now cover all related costs, completing the Select Board policy to remove the Water/Sewer debt shift.
- **Pensions** – In FY2023 the pension appropriation will increase 5.80% and thereafter, increases 5.5% annually.
- **Insurance (including Healthcare)** – Healthcare and insurance costs are expected to increase by 7.72%. Employee premiums (GIC rates) increases and decreases varied based on the sixteen different plans offered by the GIC. In outgoing years costs are projected to increase from 5% to 6% per year depending on enrollment growth in the School Department.
- **State Assessments** – In FY2023, the MBTA assessment, which is the largest assessment, will increase by \$114,474 (3.7%). Overall, state assessments will increase by 4.45% and increase by 2.50% annually thereafter.
- **Offset Aid** – Assistance to Libraries increased to \$85,001 in FY23 will remain at this level moving forward.
- **Overlay Reserve** – This reserve for tax abatements is increased in revaluation years, which occur every five years. For the revaluation year FY2025, the reserve is increased to \$800,000. In non-revaluation years it is \$600,000.



- **Reserve Fund** – The Reserve Fund is budgeted at 1% of operating revenues.
- **Other** – This includes court judgments \$100,000. This is a reduction of \$567,450 as this line no longer includes funding for Symmes property taxes reserved for Symmes debt. FY2022 was the last year of Symmes debt payments.
- **Warrant Articles** – Appropriations for miscellaneous warrant articles are \$1,388,006 in FY2023 and thereafter held level. It includes the Elections budget, which fluctuates by approximately \$100,000 per year depending on the number of scheduled elections.

**Conclusion**

In these difficult economic times there have been unprecedented challenges, both financial and operational. In the face of this our staff has worked tirelessly to provide high-quality services to the residents of Arlington. In this budget, every effort is being made to implement all appropriate measures that will maximize the productivity of our organization and deliver services within available resources and within the context of the pandemic. We remain committed to maintaining the high quality of life our residents expect and deserve.

As the budget process evolves and additional information becomes available over the next few months, the estimates and recommendations contained herein will be adjusted as required. You will then be able to make operating and capital budget adjustments as deemed advisable prior to Town Meeting.

The document presented for your consideration is a product of a great deal of work. Our department heads, second to none in the Commonwealth in terms of professional competence and dedication to their tasks, provided invaluable input and assistance. Members of boards and commissions also offered valuable assistance. In particular, I would like to thank the Select Board for its policy insights and leadership. I am most of all indebted to Sandy Pooler, Deputy Town Manager/Finance Director and Julie Wayman, Management Analyst for the production of this budget document. They deserve special recognition for the quality of the budget document and the information and the data contained herein. Both of these valuable team members spent evenings and weekends assisting in the production of this document.

Respectfully submitted,

Adam W. Chapdelaine

Town Manager



Long Range Financial Projection

	FY 2022	FY 2023	Change	Change	FY 2024	FY 2025	FY 2026	FY 2027
I REVENUE								
A. State Aid	23,529,766	24,923,804	1,394,038	5.92%	25,168,369	25,415,380	25,664,861	25,916,837
ARPA	0	5,000,000	5,000,000	-	5,000,000	0	0	0
B. Local Receipts	8,873,350	9,225,900	352,550	3.97%	9,578,450	9,703,450	9,803,450	9,903,450
C. Free Cash	5,659,184	5,539,215	(119,969)	-2.12%	4,701,610	4,701,610	4,701,610	4,701,610
D. Overlay Reserve Surplus	400,000	400,000	0	0.00%	400,000	200,000	200,000	200,000
E. Property Tax	142,948,226	148,700,283	5,752,057	4.02%	152,623,173	156,585,332	160,616,988	164,558,029
F. Override Stabilization Fund	6,248,581	3,373,854	(2,874,727)	-46.01%	7,440,158	8,807,455	0	0
TOTAL REVENUES	187,659,107	197,163,056	9,503,949	5.06%	204,911,760	205,413,227	200,986,909	205,279,926
II APPROPRIATIONS								
A. Operating Budgets	1,030,000	1,030,000						
General Education Costs	52,809,670	55,724,058	2,914,388	5.52%	57,312,461	59,665,950	62,003,590	64,173,716
Special Education Costs	26,264,964	28,103,511	1,838,547	7.00%	30,070,757	32,175,710	34,428,010	36,837,971
Growth Factor	0	(1,379,700)	(1,379,700)	-	335,800	240,900	0	21,900
Net School Budget	80,104,634	84,447,869	4,343,235	5.42%	88,319,018	92,382,560	96,431,600	101,033,587
Minuteman Operating & Capital	5,184,582	6,208,486	1,023,904	19.75%	6,425,783	6,650,685	6,883,459	7,124,380
Minuteman Exempt Capital	1,610,964	1,739,452	128,488	7.98%	1,739,452	1,739,452	1,739,452	1,739,452
Town Personnel	30,232,896	31,337,702	1,104,806	3.65%	32,356,177	33,407,753	34,493,505	35,614,544
Town Expenses	11,522,254	11,839,451	317,197	2.75%	12,224,233	12,621,521	13,031,720	13,455,251
Less Offsets:	2,916,046	3,200,418	284,372	9.75%	3,304,432	3,411,826	3,522,710	3,637,198
Net Town Budget	38,839,104	39,976,735	1,137,631	2.93%	41,275,978	42,617,448	44,002,515	45,432,597
MWRA Debt Shift	1,845,727	0	(1,845,727)	-100%	0	0	0	0
B. Capital budget								
Exempt Debt Service	8,689,591	12,129,702	3,440,111	39.59%	12,028,956	11,917,651	11,824,004	11,586,563
Non-Exempt Service	7,347,230	7,071,174	(276,056)	-3.76%	6,904,475	6,988,314	7,963,943	7,309,888
Cash	3,959,297	3,426,277	(533,020)	-13.46%	3,685,432	4,080,547	3,508,868	4,545,830
Offets/Capital Carry Forward	(1,692,329)	(677,260)	1,015,069	-59.98%	(402,736)	(382,797)	(339,496)	(291,485)
Total Capital	18,303,789	21,949,893	3,646,104	19.92%	22,216,127	22,603,715	22,957,319	23,150,796
C. Pensions	12,635,573	13,367,833	732,260	5.80%	14,103,064	14,878,733	15,697,063	16,560,401
D. Insurance	20,212,725	21,772,313	1,559,588	7.72%	22,986,258	24,245,519	25,518,409	26,863,206
E. State Assessments	3,694,772	3,859,291	164,519	4.45%	3,953,648	4,050,364	4,149,499	4,251,111
G. Overlay Reserve	691,296	600,000	(91,296)	-13.21%	600,000	800,000	600,000	600,000
H. Reserve Fund	1,720,145	1,753,178	33,033	1.92%	1,854,426	1,846,881	1,891,629	1,936,934
I. Crt Jdgmts/Deficit/Symmes	667,450	100,000	(567,450)	-85.02%	100,000	100,000	100,000	100,000
J. Warrant Articles	1,054,291	1,388,006	333,715	31.65%	1,338,006	1,388,006	1,338,006	1,388,006
K. Override Stabilization Fund	1,094,055	0	(1,094,055)	-100%	0	0	0	0
L TOTAL APPROPRIATIONS	187,659,107	197,163,056	9,503,949	5.06%	204,911,760	213,303,363	221,308,951	230,180,470
BALANCE	0	0	0	0	0	(7,890,136)	(20,322,042)	(24,900,544)



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SECTION II

REVENUE

**TOTAL REVENUE**

Total revenue for FY2023 is projected to be \$197,163,056, an increase of \$9,503,949 or 5.06%. Of this increase, \$183,293,902 is from revenue dedicated to support the General Fund and \$13,869,154 is from debt exclusion overrides to support borrowing for capital projects, including Arlington High School, elementary schools, and the Minuteman Regional Vocational Technical High School. The General Fund increase is \$6,002,297 or 3.39%

The property tax levy is projected to increase, without debt exclusion revenue or MWRA debt, by \$2,204,178 or 1.66%. This includes the normal 2.5% increase plus \$700,000 in new growth. Total tax revenues, including the debt exclusions, increase by \$5,752,057 or 4.02%

Local receipts are projected to increase by \$352,550 or 3.79% as they rebound in part from the COVID pandemic shortfalls.

State Aid estimates are made up of Cherry Sheet Aid, the annually recurring aid for education, general government, and other categories (see State Aid description on page 41). In past years the Town also received School Construction Aid, State reimbursements to the Town for borrowing costs the Town incurred for state eligible school building projects, but the last payment occurred in FY2021. Total State Aid is projected to decrease \$1,394,038, or 5.92% and is based on the Governor's budget. Arlington will receive a \$1,152,257 (7.8%) increase in Chapter 70 Aid and a \$225,126 (2.7%) increase in General Government Aid.

For the first time, the Town will use \$5,000,000 from the American Recovery Plan Act (ARPA) as replacement for Town revenue lost because of the COVID-19 pandemic. This source will recur once more in FY2024 and will not repeat.

A total of \$5,539,215 in Free Cash is proposed to be used, which is an decrease of \$119,969 from FY2022 and, consistent with Town financial policies, an amount equal to 50% of the Free Cash balance certified by the Department of Revenue for the close of the previous fiscal, June 30, 2021.

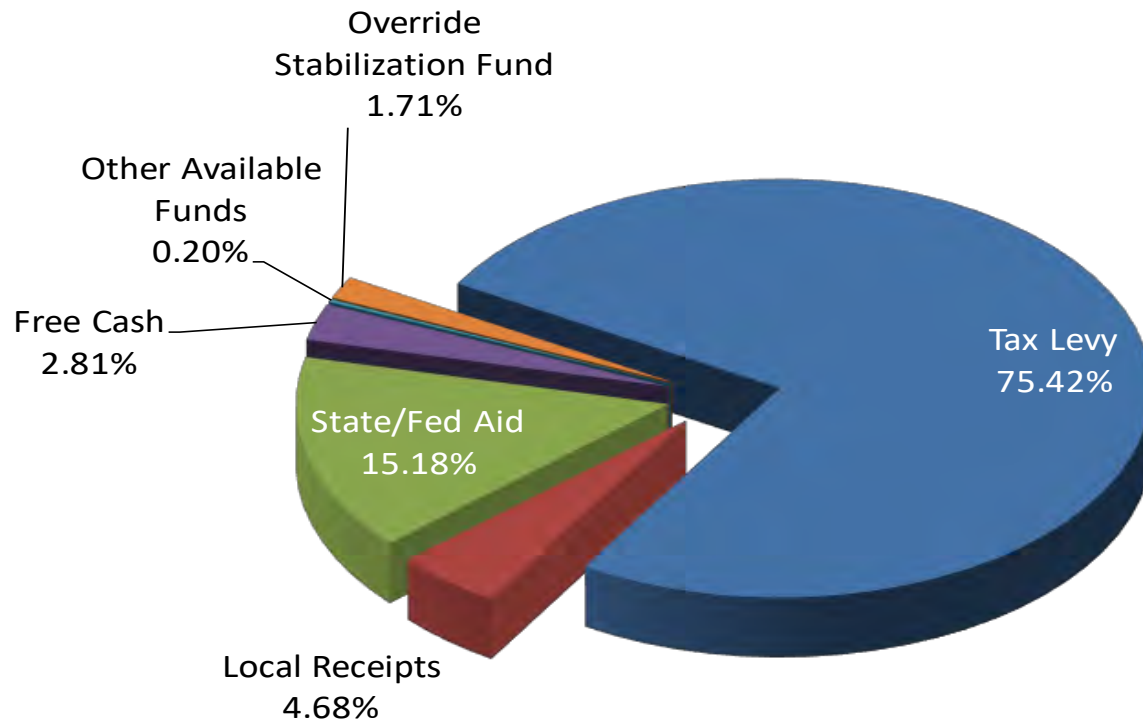
Other Available Funds include \$400,000 in surplus tax abatement overlay funds, the same amount as the Assessors released in FY22.

It will be necessary to use \$3,373,854 from the Override Stabilization Fund this year.

REVENUE SOURCE	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Budget	Budget Change
Tax Levy	133,350,155	137,156,573	142,948,226	148,700,283	5,752,057
Local Receipts	11,231,688	9,708,615	8,873,350	9,225,900	352,550
State/Federal Aid	22,957,710	23,539,328	23,529,766	29,923,804	6,394,038
Free Cash	5,559,782	5,901,388	5,659,184	5,539,215	(119,969)
Other Available Funds	200,000	400,000	400,000	400,000	-
Override Stabilization Fund	0	2,024,197	6,248,581	3,373,854	(2,874,727)
Total	173,299,335	178,730,101	187,659,107	197,163,056	9,503,949



Revenues \$197,163,056





Total General Fund Revenues

	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Budget	Budget
Tax Levy*	96,144,398	99,691,909	103,384,789	106,846,726	111,126,263	112,983,032	122,322,210	125,244,001	130,596,343	134,931,875
Local Receipts	10,296,545	10,115,304	11,071,191	10,689,873	12,004,047	12,004,047	11,231,688	9,708,615	8,873,350	9,225,900
State Aid**	17,093,258	17,462,884	18,230,105	18,918,527	19,375,164	20,039,795	22,481,187	23,539,328	23,532,421	29,923,804
Free Cash	3,411,528	3,042,925	3,435,846	4,537,299	4,850,566	4,593,375	5,559,782	5,901,388	5,659,184	5,539,215
Other Available Funds	200,000	350,000	350,000	200,000	500,000	200,000	200,000	400,000	400,000	400,000
Override Stabilization Fund	0	0	0	0	0	2,786,331	0	2,024,197	6,248,581	3,373,854
Total	127,145,729	130,663,022	136,471,931	141,192,425	147,856,040	152,606,580	161,794,867	166,817,529	175,309,879	183,394,648

*Excludes MWRA Debt Shift

**Excludes MSBA Reimbursements

Annual Revenue Increases

	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Budget	Budget
Tax Levy	3,728,129	3,547,511	3,692,880	3,461,937	4,279,537	1,856,769	9,339,178	2,921,791	5,352,342	4,335,532
Local Receipts	409,663	(181,241)	955,887	(381,318)	1,314,174	0	(772,359)	(1,523,073)	(835,265)	352,550
State Aid	2,053,207	369,626	767,221	688,422	456,637	664,631	2,441,392	1,058,141	(6,907)	6,391,383
Free Cash	1,841,528	(368,604)	392,922	1,101,453	313,267	(257,191)	966,407	341,606	(242,204)	(119,969)
Other Available Funds	0	150,000	0	(150,000)	300,000	(300,000)	0	200,000	0	0
Override Stabilization Fund						2,786,331	(2,786,331)	2,024,197	4,224,384	(2,874,727)
Total	8,032,527	3,517,293	5,808,909	4,720,494	6,663,615	4,750,540	9,188,287	5,022,662	8,492,350	8,084,769
Percent Increase	6.7%	2.8%	4.4%	3.5%	4.7%	3.2%	6.0%	3.1%	5.1%	4.6%

Percent of Total Revenue

	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Budget	Budget
Tax Levy	75.6%	76.3%	75.8%	75.7%	75.2%	74.0%	75.6%	75.1%	74.5%	73.6%
Local Receipts	8.1%	7.7%	8.1%	7.6%	8.1%	7.9%	6.9%	5.8%	5.1%	5.0%
State Aid	13.4%	13.4%	13.4%	13.4%	13.1%	13.1%	13.9%	14.1%	13.4%	16.3%
Free Cash	2.7%	2.3%	2.5%	3.2%	3.3%	3.0%	3.4%	3.5%	3.2%	3.0%
Other Available Funds	0.2%	0.3%	0.3%	0.1%	0.3%	0.1%	0.1%	0.2%	0.2%	0.2%
Override Stabilization Fund	0.0%	0.0%	0.0%	0.0%	0.0%	1.8%	0.0%	1.2%	3.6%	1.8%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

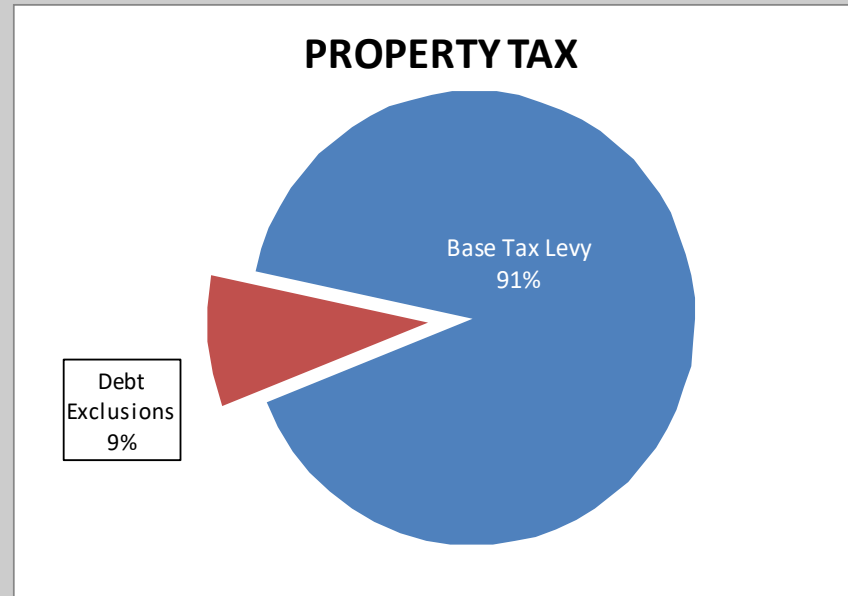
**PROPERTY TAX LEVY**

Property tax is the primary source of revenue for virtually every Massachusetts municipality. In Arlington, property taxes represent approximately 76% of annual operating revenues. Property taxes are levied on real property (land and buildings) and personal property (equipment) used by Arlington's non-manufacturing businesses. State law mandates that communities update their property values every five years and obtain State certification that such values represent full and fair cash value. A revaluation was conducted in FY2019. Under the Provisions of Proposition 2½, property taxes, in the aggregate, may not exceed 2½% of their "full and fair cash value". This limit is known as the "levy ceiling". Annual levy increases may not exceed 2½% of the previous year's levy plus the taxes from any new or renovated property added to the tax rolls (known as new growth). Any Proposition 2½ override or debt exclusion amounts approved by voters are added to the levy limit, while all related school construction reimbursements from the State are subtracted.

Property values and new growth for FY2022 are preliminary estimates used to project the levy limit. The FY2022 levy limit was \$130,879,853. The 2½% increase allowed for FY2022 is \$3,271,996. New growth from construction not previously on the tax rolls is expected to add \$700,000 to the levy. An additional \$13,848,434 is added to the tax levy to cover the cost of debt service for projects approved by the voters as Proposition 2½ debt exclusion overrides. This budget is the third major tranche of debt repayment for the new Arlington High School. Beginning in FY2012, debt service for the Symmes Urban Renewal project was added to the tax levy. FY2022 marked the ninth year that tax revenues from the Symmes project will completely offset the cost of debt service. As a result Symmes debt will no longer be added to the tax levy.

The Town had accepted the provisions of M.G.L. 59 § 21C, whereby water and sewer debt costs, including MWRA debt assessments, are transferred to the real estate taxes. The Select Board voted to eliminate the MWRA debt shift over three years, and it is no longer included in the tax base. The FY2023 tax levy totals \$148,700,283, representing an increase of \$5,697,911 (3.98%) over the FY2022 budgeted levy.

PROPERTY TAX LEVY	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget	Budget Change
Base Tax Levy	117,355,373	126,776,920	130,879,853	134,851,849	3,971,996
General Override	5,500,000				-
Debt Exclusion Overrides					-
Arlington High School	48,794	2,853,981	5,237,412	8,777,070	3,539,658
Dallin School	233,284	224,659	200,329	193,082	(7,247)
Gibbs School	2,081,975	2,023,225	1,959,600	1,901,100	(58,500)
Hardy School	88,435	73,080	-	-	-
Minuteman High School	1,112,690	1,279,014	1,610,964	1,739,452	128,488
Peirce School	(3,664)	(8,608)	-	-	-
Stratton School	550,875	534,375	522,975	511,575	(11,400)
Thompson School	815,450	791,675	745,512	726,155	(19,357)
Sub-total Debt Exclusions	4,927,839	7,771,401	10,276,792	13,848,434	3,571,642
Water and Sewer Debt	5,593,112	3,691,454	1,845,727	-	(1,845,727)
Total	133,376,324	138,239,775	143,002,372	148,700,283	5,697,911

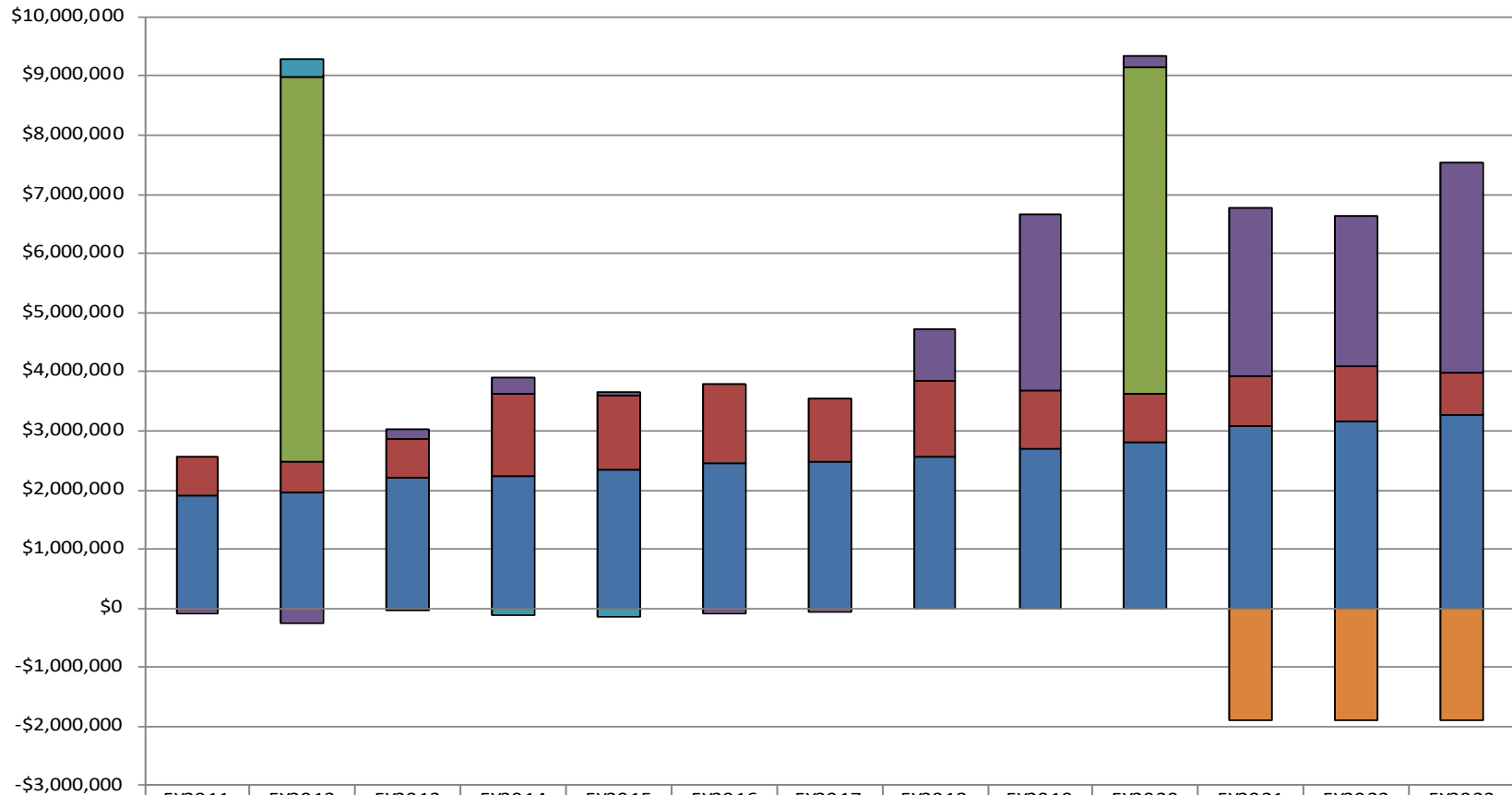


Fiscal Year	Real Estate & Personal Property Commitments	Abatements Granted	Tax deferral Abatements (Ch 41A)	Net Tax Levy	Net Collections	% of Collections	Amount transferred into tax title	Tax Title Balance as of June 30th	Tax Possession Balance as of June 30th	Tax Deferral Balance as of June 30th
2021	138,199,500.00	336,908.00	123,854.88	137,266,223.00	137,156,573.00	99.92%	0.00	563,812.00	396,754.00	503,970.45
2020	133,305,155.00	431,175.26	135,687.70	132,738,292.04	133,003,248.00	100.20%	0.00	532,795.00	396,754.00	420,768.85
2019	125,795,227.91	561,391.19	78,626.32	125,155,210.40	123,961,447.41	99.05%	0.00	584,098.85	396,754.00	282,012.84
2018	117,255,201.00	316,252.00	56,925.09	116,098,972.00	117,222,582.00	100.97%	311,784.29	764,812.00	396,784.00	355,494.92
2017	114,042,281.23	316,252.00	69,741.70	113,656,287.53	113,137,357.89	99.54%	0.00	545,964.37	396,784.20	288,509.98
2016	110,511,438.41	344,808.64	50,555.38	110,116,074.39	109,675,315.38	99.60%	432,204.96	1,016,093.83	396,784.20	251,686.77
2015	105,512,757.86	343,828.94	50,661.96	105,118,266.96	104,637,861.18	99.54%	478,131.08	990,780.09	396,784.20	350,426.94
2014	101,955,275.34	323,139.16	57,609.97	101,574,526.21	101,147,224.95	99.58%	420,461.22	1,046,173.13	396,784.20	350,014.89
2013	98,200,712.05	391,307.70	55,314.74	97,754,089.61	97,319,166.14	99.56%	435,398.24	946,663.94	396,784.20	293,094.22
2012	95,185,766.56	427,191.48	47,748.92	94,710,826.16	94,287,096.98	99.56%	423,729.18	858,108.74	396,784.20	307,667.70
2011	86,093,152.50	465,825.69	51,677.04	85,575,649.77	84,199,193.25	99.56%	375,360.09	650,009.11	396,784.20	303,386.69

It is Town policy to close out all real estate and personal property commitments in the same fiscal year, except in 2017 and 2019, when such close outs were delayed one year because of the Town's conversion to new tax collection software.



COMPONENTS OF TAX LEVY INCREASE



	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
MWRA Debt	-	-	-	-	-	-	-	-	-	-	-1,901,658	-1,901,658	-1,901,658
Symmes Debt Exclusion	-	307,130	(28,590)	(128,721)	(150,000)	-	-	-	-	-	-	-	-
Debt Exclusions	(79,675)	(263,714)	157,960	255,465	62,328	(92,013)	(61,801)	895,287	2,972,113	211,842	2,843,562	2,529,154	3,571,642
General Override	-	6,490,000	-	-	-	-	-	-	-	5,500,000	-	-	-
New Growth	656,751	522,167	657,203	1,393,953	1,255,293	1,337,666	1,070,144	1,263,812	981,206	816,617	850,163	933,510	700,000
2.5% Increase	1,897,682	1,963,980	2,198,195	2,240,858	2,337,986	2,455,742	2,477,526	2,573,287	2,706,470	2,815,970	3,071,384	3,169,423	3,271,996

**LOCAL RECEIPTS SUMMARY**

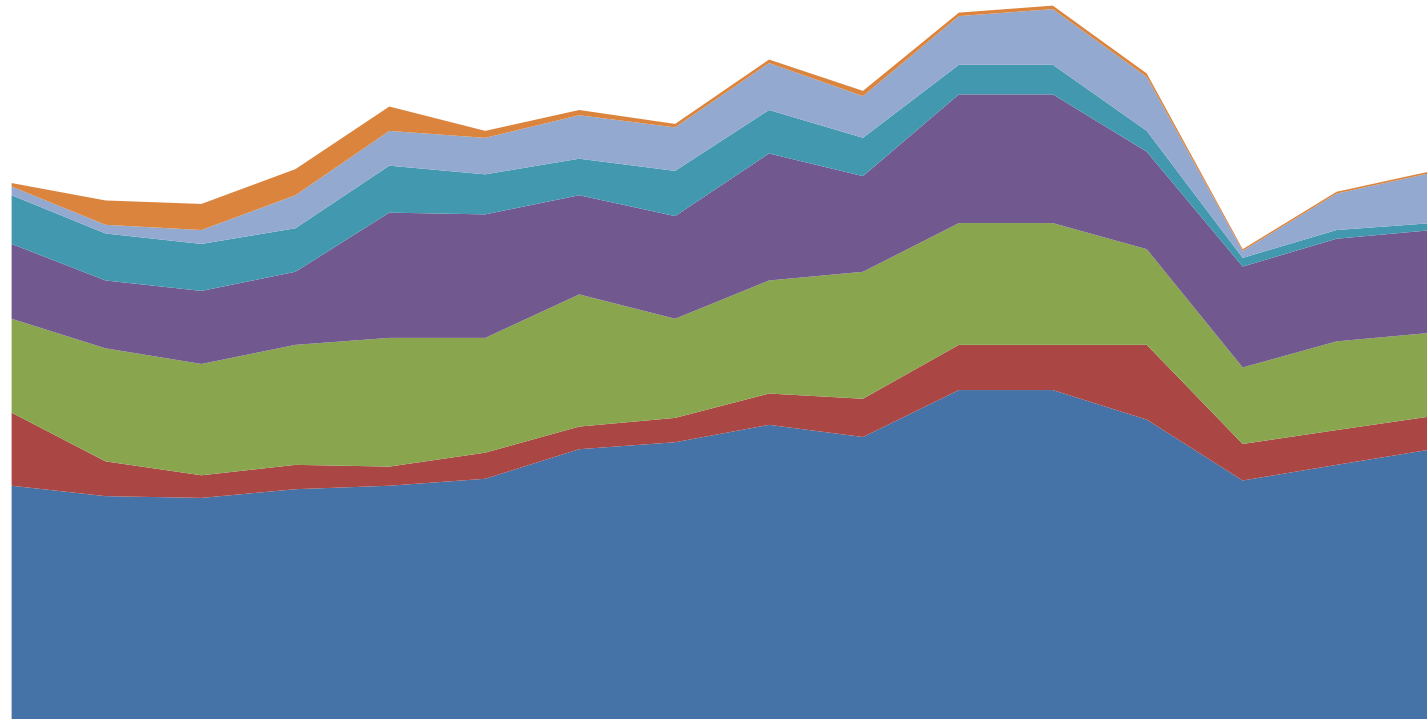
Local receipts for FY2023 are adjusted to project increases after being dropped significantly in FY2021 to reflect the effects of the COVID-19 pandemic. Motor Vehicle Excise tax revenue will increase by \$252,550. The budgeted estimate for Interest Income is lower by \$41,000 to reflect the low interest environment and actual current earnings. Department Fees are projected to increase by \$100,000, because of renewed parking enforcement. Hotel/ Motel, Meals, and Marijuana Taxes are expected to rebound by \$41,000.

Rental Income declined in FY2021, because the Town no longer rents its Ryder St. property and instead use is as space for the Department of Public Works to use as temporary transition space during renovation of the Public Works yard. In FY2022, the Town stopped renting the Mt. Gilboa property as a residential home and is studying options for future use of the building.

LOCAL RECEIPTS SUMMARY	FY2020 Actual	FY2021 Budget	FY2022 Budget	FY2023 Budget	Budget Change
Motor Vehicle Excise	5,049,196	4,262,308	4,293,350	4,545,900	252,550
Interest Income	1,215,656	857,488	596,000	555,000	(41,000)
Departmental Fees	1,593,410	1,702,874	1,314,000	1,414,000	100,000
Licenses and Permits	1,645,158	1,666,268	1,705,000	1,705,000	-
Rentals	337,319	131,175	118,000	118,000	-
Meals, Hotel, and Marijuana Taxes	910,203	692,463	819,000	860,000	41,000
Other	48,242	86,203	28,000	28,000	-
Total	10,799,184	9,398,779	8,873,350	9,225,900	352,550



Local Receipts History



	Actual FY08	Actual FY09	Actual FY10	Actual FY11	Actual FY12	Actual FY13	Actual FY14	Actual FY 15	Actual FY16	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Actual FY21	Budget FY22	Budget FY23
Other	80,565	402,434	418,122	441,326	419,593	112,481	96,770	56,340	51,145	76,915	54,665	46,933	48,242	33,000	33,000	28,000
Meals and Hotel Taxes	123,522	136,490	246,210	532,896	569,131	610,223	714,039	732,609	772,433	719,112	822,944	947,184	910,203	110,501	625,000	860,000
Rentals	818,608	783,600	791,045	733,270	783,145	665,264	638,805	744,597	749,188	627,569	476,310	476,310	337,319	142,000	142,000	118,000
Licenses and Permits	1,247,073	1,134,294	1,202,871	1,219,481	2,085,368	2,064,257	1,640,443	1,719,403	2,124,973	1,597,015	2,164,229	2,164,229	1,645,158	1,705,000	1,705,000	1,705,000
Fees/Departmental	1,586,298	1,900,729	1,867,994	2,018,958	2,177,505	1,932,652	2,213,701	1,664,004	1,889,552	2,131,664	2,031,168	2,031,168	1,593,410	1,279,000	1,479,000	1,414,000
Interest Income	1,216,410	582,123	369,782	394,264	319,642	435,812	381,062	420,678	531,019	624,788	757,355	757,355	1,253,291	596,000	596,000	555,000
Motor Vehicle Excise	3,951,802	3,775,638	3,757,149	3,898,459	3,937,079	4,066,200	4,560,609	4,668,135	4,952,880	4,775,678	5,551,687	5,551,687	5,049,196	4,040,800	4,293,350	4,545,900

**MOTOR VEHICLE EXCISE**

Motor vehicle excise tax receipts are projected to rise by \$31,042 after dropping in FY2021 and rebounding somewhat in FY2022. Although long-term term trends show previous annual increases, the COVID-19 pandemic changed that, as fewer people bought or leased new cars. Excise tax commitments have been increasing year since 2012, exceeding the low in 2009. The excise rate is \$25 per thousand and is assessed on 90% of the vehicle's value in the first year, 60% in the second year, 40% in the third year, 25% in the fourth year, and 10% thereafter. The actual billings are prepared by the Registry of Motor Vehicles and then turned over to the Town for printing, distribution, and collection. There are approximately 38,000 registered vehicles in Arlington. In the chart below, Levy Year 2021 is as of June 30, 2021.

Motor Vehicle Excise Collection By Fiscal Year

<u>Levy Year</u>	<u>Commitments</u>	<u>Collections</u>	<u>Refunds</u>	<u>Net Collections</u>	<u>Abatements</u>	<u>Balance (Uncoll.)</u>	<u>Collection %</u>
2021	\$ 4,241,897.70	\$ 4,539,211.36	\$ 68,422.11	\$ 4,470,789.25	\$ 104,890.97	\$ (333,782.52)	107.87%
2020	\$ 5,251,165.00	\$ 5,264,953.75	\$ 100,625.31	\$ 5,164,328.44	\$ 158,614.32	\$ (71,777.76)	101.37%
2019	\$ 5,468,145.35	\$ 5,333,179.75	\$ 88,693.84	\$ 5,244,485.91	\$ 159,831.70	\$ 63,827.74	98.83%
2018	\$ 5,843,844.70	\$ 5,655,881.52	\$ 103,697.40	\$ 5,552,184.12	\$ 188,660.91	\$ 102,999.67	98.24%
2017	\$ 4,838,049.36	\$ 4,865,068.94	\$ 90,286.47	\$ 4,774,782.47	\$ 158,912.85	\$ (95,645.96)	101.98%
2016	\$ 5,165,749.14	\$ 5,038,846.19	\$ 85,965.27	\$ 4,952,880.92	\$ 169,326.92	\$ 43,541.30	99.16%
2015	\$ 4,867,711.40	\$ 4,768,890.38	\$ 100,755.76	\$ 4,668,134.62	\$ 521,918.86	\$ (322,342.08)	106.62%
2014	\$ 4,213,165.12	\$ 4,636,918.89	\$ 76,292.47	\$ 4,560,626.42	\$ 134,742.51	\$ (482,203.81)	111.45%
2013	\$ 4,342,665.00	\$ 4,145,705.00	\$ 80,917.00	\$ 4,064,788.00	\$ 129,537.00	\$ 148,340.00	96.58%
2012	\$ 4,077,138.00	\$ 4,021,599.00	\$ 54,950.00	\$ 3,966,649.00	\$ 71,047.00	\$ 39,442.00	99.03%

MOTOR VEHICLE EXCISE	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Budget	Budget Change
Motor Vehicle Excise	5,049,196	4,262,308	4,293,350	4,545,900	31,042

**DEPARTMENTAL FEES**

Departmental fees are projected to increase by \$100,000 because of renewed parking enforcement in FY2022.

The establishment of a Parking Benefits District at Town Meeting for Arlington Center means that parking meter revenue, which had been reported under Departmental Fees, has been moved to the Parking Fund and the estimate for parking violations.

In 2019, the Library Trustees implemented a new no late fines policy.

DEPARTMENTAL FEES	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Budget	Budget Change
Schools (Medicare Reimbursement)	246,721	419,625	100,000	100,000	-
Cemetery Revenue	261,025	230,550	250,000	250,000	-
Library Fees and (Fines, discontinued in 2019)	10,176	3,352	-	-	-
Town Clerk Fees	60,621	70,489	40,000	40,000	-
Parking Violations	189,500	111,195	200,000	300,000	100,000
Fire Alarm Renewal Fee	8,500	4,500	5,000	5,000	-
Ambulance Fees	504,626	523,160	424,000	424,000	-
Other Departmental Revenue	230,512	282,407	225,000	225,000	-
Other Department Fees	81,730	57,595	70,000	70,000	-
Total	1,593,410	1,702,874	1,314,000	1,414,000	100,000

**INTEREST INCOME & PENALTIES**

Interest Income is projected to remain unchanged. It is made up of two components: investment income and interest and penalties associated with delinquent tax payments.

The Interest Income revenue estimate has been lowered by \$41,000, because interest rates generally are very low and because the Town's actual collections in FY2022 are also lower than expected. Investment income can vary widely depending upon market interest rates, available cash balances, cash flows, and investment practices. Investment income dropped from a high of more than \$1.4 million in FY2007 to \$55,430 in FY2011. This is due to dramatic fluctuations in interest rates. As interest rates continue to change, the Town will monitor interest income. In recent years, notwithstanding low interest rates, the Treasurer/Collector has maximized interest income through careful investments.

INTEREST INCOME	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Budget	Budget Change
Investment Income	898,291	419,625	241,000	200,000	(41,000)
Penalties & Interest	317,365	437,864	355,000	355,000	-
Total	1,215,656	857,488	596,000	555,000	(41,000)

**LICENSES AND PERMITS**

Licenses and permits revenues for FY2023 are projected to remain stable. Building Permits generally generate the most permit revenue, but are also the most volatile, subject to fluctuation as the economy strengthens or weakens or as interest rates increase or decline. The FY2023 projection is consistent with long-term collections, excluding large, one-time permits.

Besides building permits, some of the other major categories of Licenses and Permits include parking permits and liquor licenses issued by the Select Board, and fire permit fees, which include fire alarm connection fees. All of these are expected to remain flat.

LICENSES AND PERMITS	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Budget	Budget Change
Parking Permits	112,448	74,630	115,000	115,000	-
Liquor Licenses	74,900	30,425	80,000	80,000	-
Food Licenses	6,500	6,720	7,000	7,000	-
Food Permits	14,000	14,000	16,000	16,000	-
Tobacco Permits	8,500	11,000	11,000	11,000	-
Building Inspections	1,388,056	1,464,423	1,420,000	1,420,000	-
Fire Prevention Permits	38,113	60,390	50,000	50,000	-
Marriage Licenses	2,642	4,680	6,000	6,000	-
Total	1,645,158	1,666,268	1,705,000	1,705,000	0

**RENTAL INCOME**

The Town derives income from the renting of several Town-owned properties including the Parmenter School, the Mt. Gilboa house, and the former Dallin Library. The Town no longer rents out the former Park and Recreation Department buildings at Ryder Street.

Overall, revenue is projected to remain unchanged.

New leases, which went into effect in FY2015, include a capital contribution which will offset future capital improvements to the buildings. Projected revenue from other properties remains unchanged.

The Parmenter School building has one tenant, the Arlington Children's Center. The front section of the building was renovated to house the Menotomy Pre-School, which moved from the Arlington High School building, while the latter is under construction.

The Ryder Street property will be used by the Department of Public Works to house some of its vehicles and programs during the next two years while the DPW Grove St. buildings are under construction.

The Mt. Gilboa property is a residential house that had been rented to an tenant until early FY2021. It is now vacant and the Town is reevaluating its best use.

The Dallin Library is currently leased to the Arlington Community Media, Inc. (ACMi).

RENTAL INCOME	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Budget	Budget Change
Ryder St.	170,570	-	-	-	-
Parmenter	87,633	72,059	73,000	73,000	-
Mt. Gilboa	34,000	14,000	-	-	-
Dallin Library	45,116	45,116	45,000	45,000	-
Total	337,319	131,175	118,000	118,000	0

**OTHER LOCAL RECEIPTS**

Other local receipts are projected to stay level in FY2023.

OTHER LOCAL RECEIPTS	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Budget	Budget Change
Court Fines	16,879	7,932	10,000	10,000	-
Special Assessments	5,977	7,708	-	-	-
Payments In Lieu of Taxes	25,386	70,563	18,000	18,000	-
Total	48,242	86,203	28,000	28,000	0

**Hotel, Meals, and Marijuana Taxes**

In 2009, the Legislature gave the authority to Town Meeting to adopt optional increases to the meals and hotel taxes. At that time, only the State collected revenue from the meals tax of 5%. Cities and towns were allowed to add an additional 0.75%. The Town also collected a room occupancy tax on hotels of 4% at that time (there is only one hotel in Arlington). The State allowed cities and towns to increase the room occupancy tax by 1% to a total of 5%.

Estimates for the Hotel Tax will rise in FY2023, as that industry continues its comeback from the COVID-19 pandemic. Meals and Marijuana Tax revenues are projected to remain stable.

HOTEL, MEALS & MARIJUANA TAXES	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Budget	Budget Change
Meals Tax	457,149	377,538	410,000	410,000	-
Hotel Tax	453,054	156,297	170,000	211,000	41,000
Marijuana Tax		158,627	239,000	239,000	-
Total	910,203	692,463	819,000	860,000	41,000

**STATE AID SUMMARY**

The State's FY2023 Governor's budget recommendation includes a statewide \$436 million increase in Chapter 70 School Aid and a \$31.5 million increase in General Government Aid. As a result Arlington will benefit from a \$1,152,257 increase in Chapter 70 School Aid and a \$225,126 increase in Unrestricted General Government Aid (UGGA).

Total General Government Aid — Unrestricted General Government Aid and Veterans' Benefits reimbursements — will increase \$208,995 or 2.5%.

School Aid — Chapter 70 School Aid plus Charter School tuition reimbursement and exclusive of school construction aid — is projected to increase \$1,176,152 or 7.9%.

Overall FY2022 State Aid, as used to balance the Town Meeting budget, will decrease \$1,391,383 to a total of \$24,923,804.

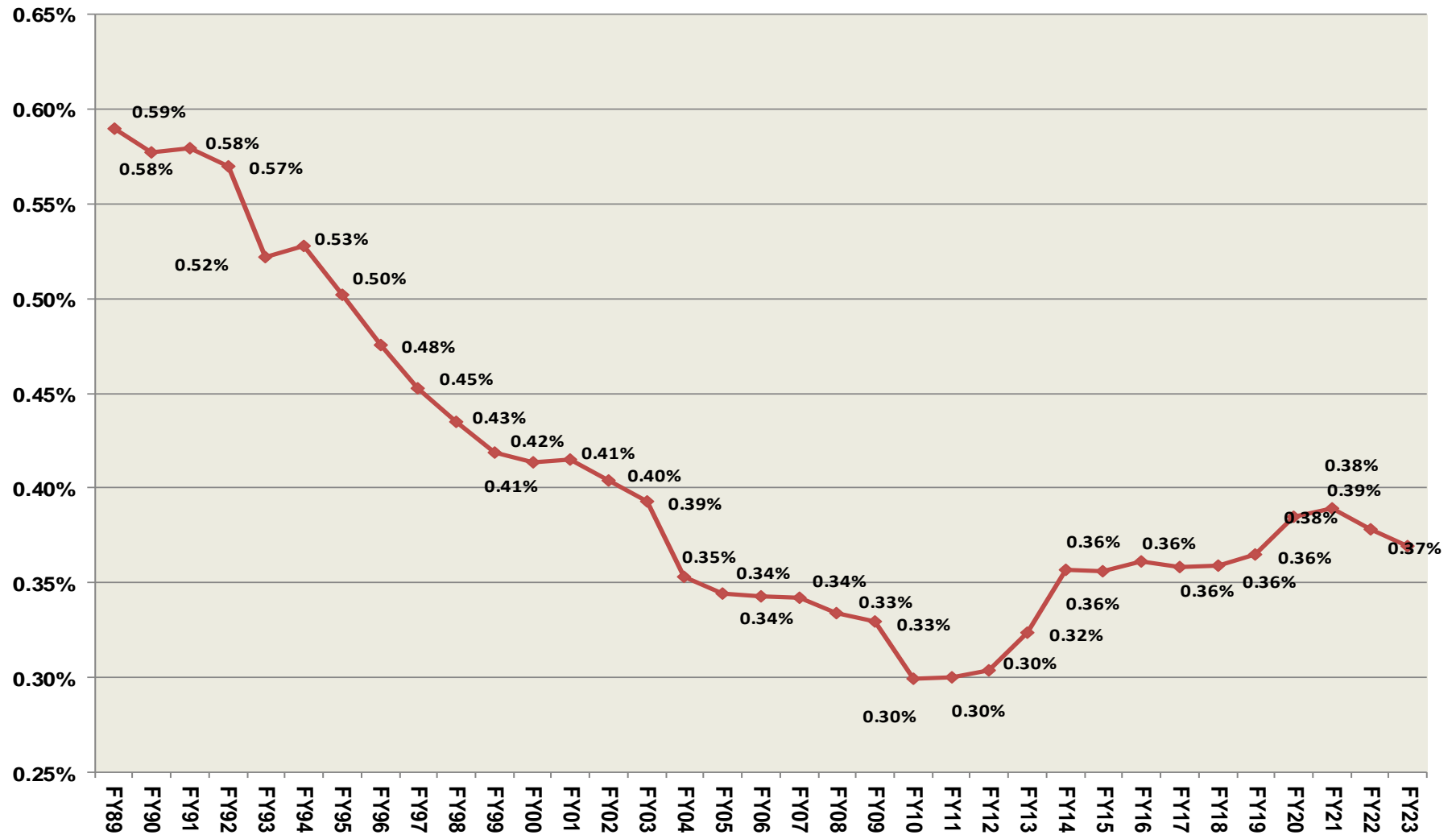
Since 1989 and the cuts to local aid across the state, Arlington has seen its share of total state aid cut by approximately 37%, from .59% to .38% (see chart on p. 41). Other, poorer communities have seen greater increases in state aid, because state aid formulas allocate more aid to low income and low wealth communities.

However, in the past decade, and in particular in the past two years because of large increases in Chapter 70 Education aid through the state Student Opportunity Act, Arlington has seen its share of state aid increase and prior to the Coronavirus pandemic was on track to achieve near parity with statewide increases in state aid. However, again in FY2023 Arlington's increase is smaller than the overall increase in State Aid and the gap has widened. (See the cumulative year-to-year increases and decreases since FY2002 in the chart on p. 42).

STATE AID SUMMARY	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Budget	Budget Change
Gen Government Aid	8,262,731	8,290,444	8,501,973	8,710,928	208,955
School Aid	14,033,632	14,623,497	14,840,823	16,016,975	1,176,152
School Construction	476,523	476,523	-	-	0
Tax Exemptions	125,356	148,709	114,525	110,900	(3,625)
Cherry Sheet Offsets	59,468	71,523	75,100	85,001	9,901
Total	22,957,710	23,610,696	23,532,421	24,923,804	1,391,383



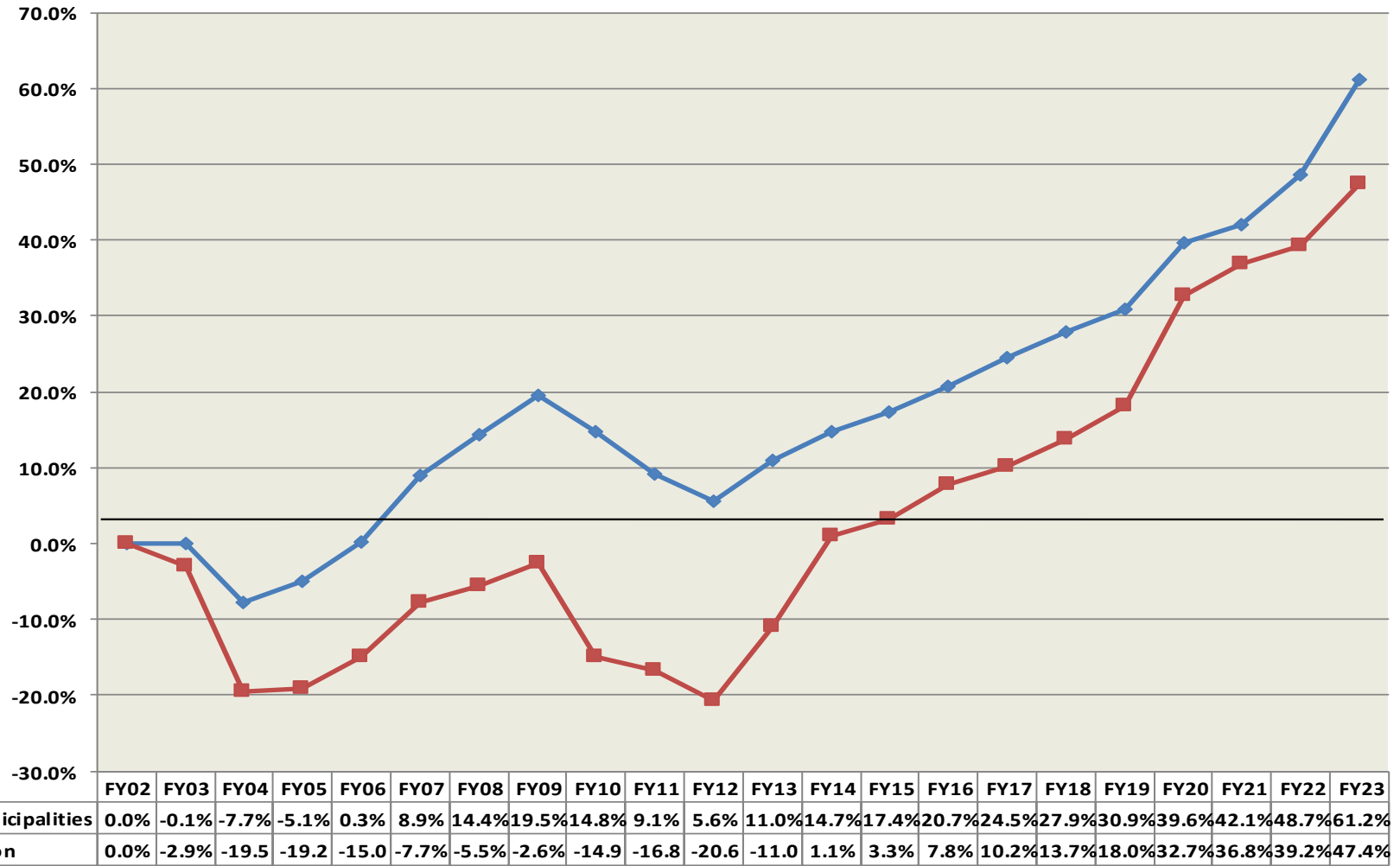
Arlington's Percent of Total State Aid





State Aid Cumulative Year-to-Year Percent Change Since Fiscal Year 2002

(Numbers Exclude School Construction and METCO Reimbursements)



**GENERAL GOVERNMENT*****Unrestricted General Government Aid (UGGA)***

In FY2023 UGGA is expected to increase \$225,126 or 2.7% to \$8,563,143. This aligns with the increase of 2.7% forecasted for State revenue by the Consensus Revenue Figure agreed upon by the Governor and the Legislature.

As historical background, in FY2010, the Additional Assistance category was combined with Lottery Aid under a new category called Unrestricted General Government Aid. Between these two aid categories, Arlington received in excess of \$9.4 million in FY2008. While this account is increasing in FY2023, the Town has experienced a reduction in this aid of approximately \$963,000 since FY2008.

Veterans' Benefits

Chapter 115, Section 6, calls for the reimbursement to cities and towns of the costs of providing assistance to veterans and their dependents. Benefits paid out in accordance with state guidelines are eligible for 75% reimbursement. For FY2023 the assumed Cherry Sheet estimate is \$147,785, a decrease from the previous year, which reflects a stable population of veterans filing benefits claims and consistent efforts by the Town's Veterans' Service Agent to secure VA and other federal benefits for eligible veterans.

GENERAL GOVERNMENT	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Budget	Budget Change
Unrestricted General Government Aid	8,056,055	8,056,055	8,338,017	8,563,143	225,126
Veterans' Benefits	206,676	234,389	163,956	147,785	(16,171)
Total	8,262,731	8,290,444	8,501,973	8,710,928	208,955

**SCHOOL AID*****School Aid– Chapter 70***

The State's total statewide education funding in FY2023, exclusive of regional schools, is \$5.2 billion, an increase of \$436 million, or 9%. Of this amount, Arlington is to receive \$15,893,365, an increase of \$1,152,257 or 7.8%.

The Chapter 70 distribution formula calculates a Foundation Budget, the estimated cost to educate all students in each school district across the state, and funds a percentage of that budget, depending upon a number of factors, including community income levels, property wealth, and municipal contributions to the school budget. For those communities determined to be relatively wealthy, such as Arlington, the State will fund a maximum 17.5% of the school district's foundation budget. Communities that are less affluent receive significantly more than the 17.5% minimum. The Foundation Aid formula contained in the 2019 Student Opportunity Act better accounts for the School Department's rising enrollment and costs (such as providing health insurance to teachers and staff and educating English Language Learners, economically disadvantaged students, and students receiving special education services). Arlington benefited from this change FY2020 and FY2021. The FY2022 Governor's budget accounts for the increase in student enrollment in Arlington as measured in October 2021 over October 2022.

Charter School Tuition Assessment Reimbursement

General Laws Chapter 71, Section 89 (nn) mandates that the State assess a municipality or regional school district for the costs associated with pupils attending a Charter School district and reimburse sending districts for the tuition they pay to Commonwealth charter schools. Municipalities and school districts are reimbursed for this assessment based on a funding schedule that is supposed to follow a pattern of in year one, an amount equal to 100% of the assessment; in years two through six, an amount equal to 25% of the assessment, after year six, no reimbursement. This reimbursement is subject to appropriation. If the account is not fully-funded, then the reimbursement is pro-rated. The Student Opportunity Act increased funding for Charter School Tuition Reimbursements, with a goal of reaching full funding over three years, starting in FY2021. Based on the revised assumption, in FY2023 the Town will receive \$123,610, an increase of \$23,895.

SCHOOL AID	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Budget	Budget Change
Chapter 70 School Aid	13,979,327	14,566,028	14,741,108	15,893,365	1,152,257
Charter School Tuition Reimbursement	54,305	57,469	99,715	123,610	23,895
Total	14,033,632	14,623,497	14,840,823	16,016,975	1,176,152

**SCHOOL CONSTRUCTION AID**

The school construction aid the Town currently receives is for projects completed under an old State school building assistance program, the SBA program under which cities and towns borrowed the full amount of debt for a school building project and the state reimbursed the cities and towns for its share of the project. In 2004, the Governor signed Chapter 210 of the Act of 2004, which made substantial changes to the School Building Assistance (SBA) Program. This legislation (Ch. 208) transferred responsibility for the School Building Assistance Program from the Department of Education to the Massachusetts School Building Authority (MSBA), operating under the Office of the State Treasurer. The authority is a new and independent governing body comprised of seven members. The reform legislation dedicates one cent of the state sales tax to the new off-budget school building trust. This is projected to be \$858 million in 2019. Funding is no longer subject to an annual appropriation from the Legislature and approval of the Governor, allowing MSBA to prepay its share of project expenses. This streamlined process saves local communities millions in avoided interest costs and provides greater cash flow.

The Peirce School project was the last school project to receive reimbursement under the old SBA process. For FY22 the reimbursement was \$476,523. The last construction aid payments for the Peirce School occurred in FY2021, the same year of the last Arlington bond payment for the construction project. There will be not more of these reimbursements in the future.

SCHOOL AID	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Budget	Budget Change
School Construction Aid	476,523	476,523	0	0	-

**TAX EXEMPTION AID**

There are several categories of property tax exemptions for which the State provides a partial reimbursement to municipalities. For FY2023, Arlington's reimbursements are expected to decrease \$3,625 to a total of \$110,900. Veterans, blind persons, surviving spouses, and elderly who meet exemption requirements are eligible. Elderly persons (at least 65 years of age) who meet certain whole estate or total assets, annual income, and residency requirements, are eligible for an exemption. The number of exemptions granted is multiplied by the statutory reimbursement of \$500, subject to appropriation. However, if a municipality has adopted Clause 41B or 41C (Arlington has adopted this section which increases exemption amount to \$1,300), the number of exemptions for which it is reimbursed cannot exceed the number reimbursed in the most recent year under Clause 41. In addition, municipalities that have adopted Clause 41B or 41C will be reimbursed for additional costs incurred in determining eligibility of applicants under these clauses in an amount not to exceed two dollars per exemption granted. For property tax exemptions granted to qualifying veterans, blind persons, surviving spouses, and elderly persons, the exemption and reimbursement amounts are as follows:

- Surviving spouses, minor children, elderly persons:
 - Clause 17 - \$175, full reimbursement
 - Clauses 17C, 17C^{1/2}, 17D - \$227.50, reimbursement cannot exceed the amount reimbursed on Clause 17.
- Veterans:
 - Clause 22(a-f) - \$520 exempted, \$225 reimbursed
- Paraplegic veterans, surviving spouses:
 - Full amount, 100% minus \$175 reimbursed (\$8A)
- Veterans, loss of one arm, foot, or eye:
 - Clause 22A - \$975 exempted, \$575 reimbursed
- Veterans, loss of two arms, two feet, one arm and one leg, or loss of sight:
 - Clause 22B - \$1,625 exempted, \$1,075 reimbursed
- Veterans, special adapted housing:
 - Clause 22C - \$1,950 exempted, \$1,325 reimbursed
- Veterans, surviving spouses of service members who died in combat zone or who are missing in action and presumed dead due to combat:
 - Clause 22D - 100% exempted- 1st five years of exemption, \$2,500 thereafter
- Veterans, 100 percent disability:
 - Clause 22E - \$1,300 exempted, \$825 reimbursed
- Blind persons:
 - Clause 37A - \$650 exempted, \$87.50 reimbursed

TAX EXEMPTION AID	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Budget	Budget Change
Tax Exemption Aid	125,356	148,709	114,525	110,900	(3,625)

**CHERRY SHEET OFFSETS**

Included in the estimated amount of aid to be received from the State are grant funds for libraries. These grants are reserved for direct expenditure by the departments and cannot be counted as general available revenues. Consequently, as part of the tax rate preparation process, whatever amount is included within the State Aid estimate is also included in the non-appropriated expense section as offsetting debits.

The Town has traditionally received two such annual grants — one for the school lunch and one for public libraries. In FY2016, the State started to account for the school lunch program differently and it is no longer be reflected on the Cherry Sheet.

The library grant is actually three separate grants — the Library Incentive Grant (LIG), Municipal Equalization Grant (MEG) and the Nonresident Circulation Offset (NRC). In FY2023, assistance to libraries is expected to increase to \$85,001. The three funding formulas to determine amounts for each municipality are as follows:

1. The Library Incentive Grant (LIG) is distributed to municipalities as follows:
 - a. Population under 2,500: an amount equal to the amount appropriated for free public library service in the preceding year; distribution not to exceed \$1,250.
 - b. Population of 2,500 or over: up to \$.50 per capita, provided that at least \$1,250 was appropriated for public library service in the preceding year.
2. The Municipal Equalization Grant (MEG) distributes the balance in the LIG/MEG account according to the lottery formula so that municipalities with lower property values receive proportionately more aid than those with greater property values.
3. The Nonresident Circulation Offset (NRC) is distributed annually by the Board of Library Commissioners, based upon each community's share of the total Statewide-circulated items.

The Board of Library Commissioners measures compliance with all requirements before voting to certify or deny applicants for grant payments. To qualify for funding, certain requirements must be met and the municipal Library Director must submit an application to the Board of Library Commissioners each year. Requirements include:

- The city or town's appropriation to operate the public libraries must be equal to or greater than 102.5% of the average of the 3 preceding years' appropriations for free public library service. The Board of Library Commissioners may grant waivers of this requirement to a limited number of municipalities.
- The library must have complied with the minimum standards for free public library service in the preceding year. There are minimum standards in such areas as library director's education, number of hours open, and expenditures for library materials. The library must submit annual report data as specified by the Board of Library Commissioners.

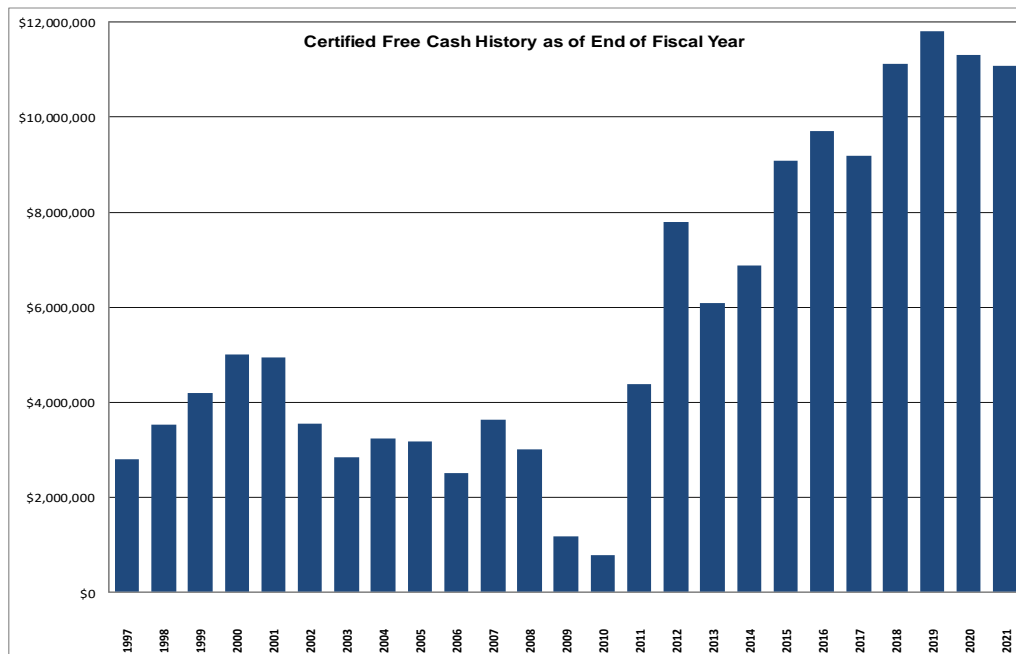
CHERRY SHEET OFFSETS	FY2020 Actual	FY2021 Budget	FY2022 Budget	FY2023 Budget	Budget Change
Libraries	59,468	71,523	75,100	85,001	9,901
Total	59,468	71,523	75,100	85,001	9,901



FREE CASH

Free Cash, which is certified as of July 1 each year by the Commonwealth's Department of Revenue (DOR), represents the portion of General Fund surplus revenue that is unrestricted and available for appropriation. These funds, once certified, may be used to support supplemental appropriations during the year: to support the ensuing fiscal year's budget, to reduce the tax levy, or to serve as emergency reserves. Free Cash is generated when the actual operating results compare favorably with the budget, such as when actual revenues exceed the original estimates and/ or when actual expenditures are less than amounts that were appropriated. It is also affected by increases or decreases in uncollected property taxes, deficits in non- General Fund funds, and any other legally incurred operating deficits, such as snow removal overdrafts.

The Town's free cash balance as of June 30, 2021 was \$11,078,429. In accordance with Town policy, Arlington can appropriate up to 50% of the free cash balance towards the next fiscal year's budget. It is recommended that \$5,539,215 or 50% of the existing balance, be appropriated toward the FY2023 budget.



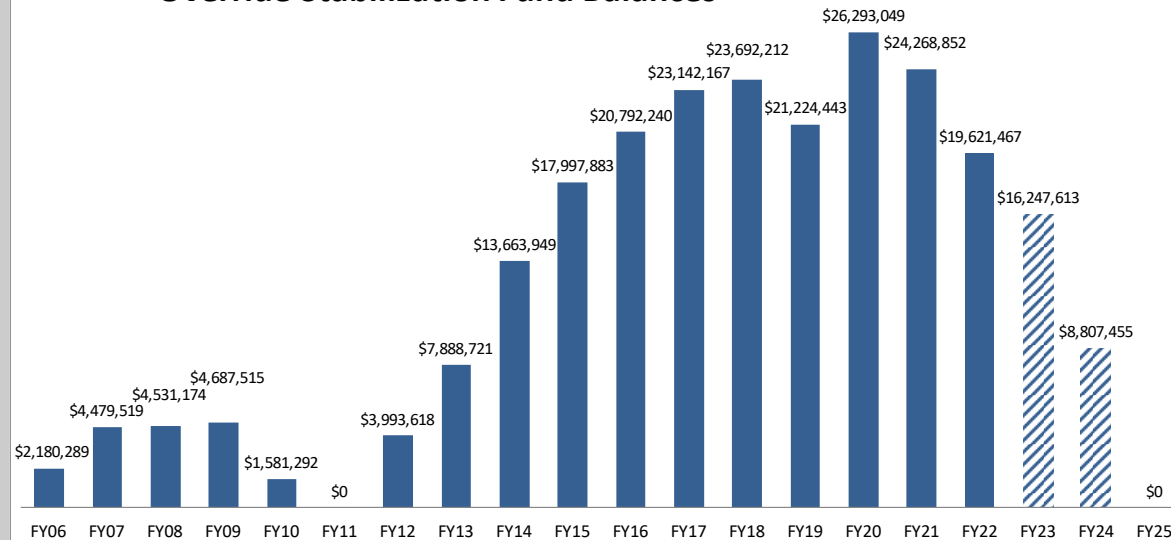
FREE CASH	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Budget	Budget Change
Free Cash Appropriated	5,559,782	5,901,388	5,659,184	5,539,215	(119,970)

**OTHER REVENUE****Overlay Surplus**

The Tax Abatement Overlay Reserve Surplus comes from funds set aside each year for property tax abatements and exemptions. Any funds remaining in the accounts that are no longer needed are declared surplus by the Board of Assessors and are made available for appropriation. For FY2022, the Board of Assessors has declared \$400,000 as surplus for operating costs, the same as the previous year.

Override Stabilization Fund

The Override Stabilization Fund was created as a result of the 2005 Proposition 2½ Override. The five-year Long Range Plan developed at that time projected that the first two years would have surplus funds to be put in an Override Stabilization Fund, the third year there would be no surplus, and the last two years the surplus funds would be drawn down to balance the budget. As a result of tight budget controls, there was no need to make any drawdown from the fund until the fifth year, FY2010, when \$2,742,376 was withdrawn. The remaining balance in the fund, of \$1,580,000, was appropriated in FY2011, the sixth year. Since the Override of 2011, \$23,692,212 was put into the Fund, until FY2019, when money was again withdrawn prior to the June 2019 Override. The FY2023 takes \$3,137,109 from the fund. The Fund is projected to last until FY2024.

Override Stabilization Fund Balances

OTHER REVENUE	FY2020 Actual	FY2021 Budget	FY2022 Budget	FY2023 Budget	Budget Change
Overlay Surplus	2,700,000	400,000	400,000	400,000	-
Override Stabilization Fund	0	2,024,197	6,248,581	3,373,854	(2,874,727)
Total	2,700,000	2,424,197	6,648,581	3,773,854	(2,874,727)



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SECTION III

BUDGET SUMMARIES



Overall General Fund Budget Summary

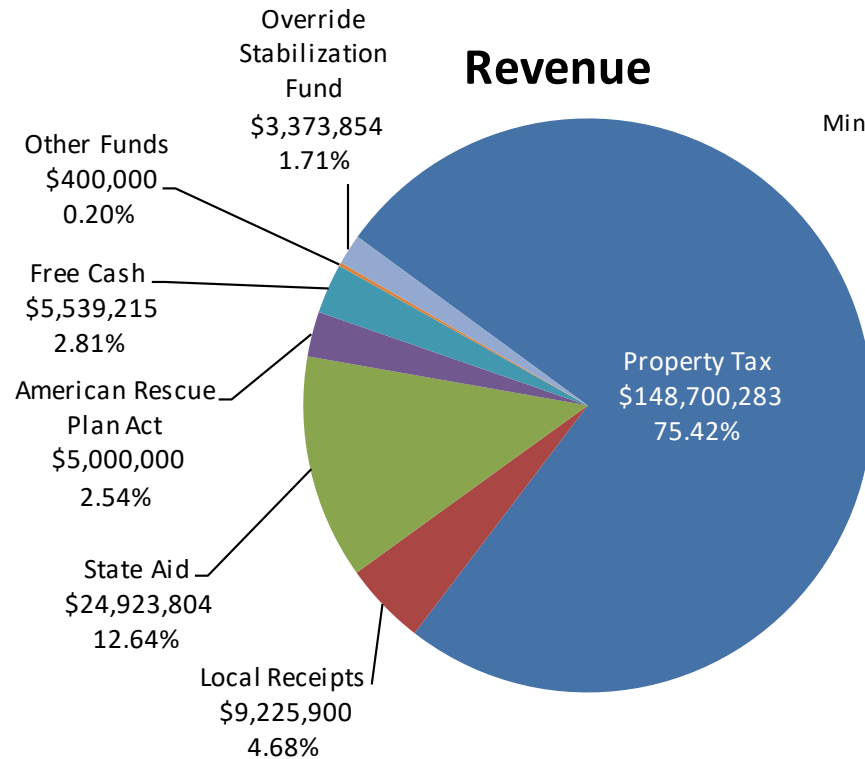
	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Budget	Change \$	%
Revenue						
Property Tax	\$ 133,350,155	\$ 137,156,573	\$ 142,948,226	\$ 148,700,283	\$ 5,752,057	4.02%
Local Receipts	\$ 11,231,688	\$ 9,418,293	\$ 8,873,350	\$ 9,225,900	\$ 352,550	3.97%
State Aid	\$ 22,481,187	\$ 23,539,328	\$ 23,529,766	\$ 24,923,804	\$ 1,394,038	5.92%
FY21 School Construction Aid/FY23: ARPA	\$ 476,523	\$ 476,523	\$ -	\$ 5,000,000	\$ 5,000,000	-
Free Cash	\$ 5,559,782	\$ 5,901,388	\$ 5,659,184	\$ 5,539,215	\$ (119,969)	-2.12%
Other Funds	\$ 200,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ -	0.00%
Override Stabilization Fund	\$ -	\$ 2,024,197	\$ 6,248,581	\$ 3,373,854	\$ (2,874,727)	-46.01%
TOTAL TAXES, FEES, AID, AND OTHER SOURCES	\$ 173,299,335	\$ 178,916,302	\$ 187,659,107	\$ 197,163,056	\$ 9,503,949	5.06%
Transfers in (Offsets)	\$ 2,580,233	\$ 2,623,037	\$ 2,916,046	\$ 3,200,418	\$ 284,372	9.75%
TOTAL REVENUES	\$ 175,879,568	\$ 181,539,339	\$ 190,575,153	\$ 200,363,474	\$ 9,788,321	5.14%
Expenditures						
<i>Municipal Departments Appropriations</i>	\$ 36,757,951	\$ 37,129,411	\$ 41,755,150	\$ 43,177,153	\$ 1,422,003	3.41%
<i>Offsets and Indirect Costs</i>	\$ (2,580,233)	\$ (2,623,037)	\$ (2,916,046)	\$ (3,200,418)	\$ (284,372)	-9.75%
Municipal Departments (Taxation Total)	\$ 34,177,718	\$ 34,506,374	\$ 38,839,104	\$ 39,976,735	\$ 1,137,631	2.93%
School Department	\$ 71,427,139	\$ 75,570,531	\$ 80,104,634	\$ 84,447,869	\$ 4,343,235	5.42%
Minuteman School	\$ 5,384,690	\$ 6,113,371	\$ 6,795,546	\$ 7,947,938	\$ 1,152,392	16.96%
Non-Departmental (Healthcare & Pensions)	\$ 28,883,116	\$ 30,780,027	\$ 32,848,298	\$ 35,140,146	\$ 2,291,848	6.98%
Capital (Includes Debt Service)	\$ 13,196,044	\$ 16,253,328	\$ 18,303,789	\$ 21,949,893	\$ 3,646,104	19.92%
MWRA Debt Shift	\$ 5,593,112	\$ 3,691,454	\$ 1,845,727	\$ -	\$ (1,845,727)	-100.00%
Warrant Articles	\$ 969,954	\$ 985,805	\$ 1,054,291	\$ 1,388,006	\$ 333,715	31.65%
Reserve Fund	\$ -	\$ -	\$ 1,720,145	\$ 1,753,178	\$ 33,033	1.92%
Override Stabilization Fund Deposit	\$ 2,174,510	\$ -	\$ 1,094,055	\$ -	\$ (1,094,055)	-100.00%
TOTAL EXPENDITURES	\$ 161,806,283	\$ 167,900,891	\$ 182,605,589	\$ 192,603,765	\$ 9,998,176	5.48%
Non-Appropriated Expenses	\$ 4,986,098	\$ 5,188,666	\$ 5,053,518	\$ 4,559,291	\$ (494,227)	-9.78%
Surplus / (Deficit)	\$ 6,506,954	\$ 5,826,746	\$ -	\$ -	\$ -	0.00%



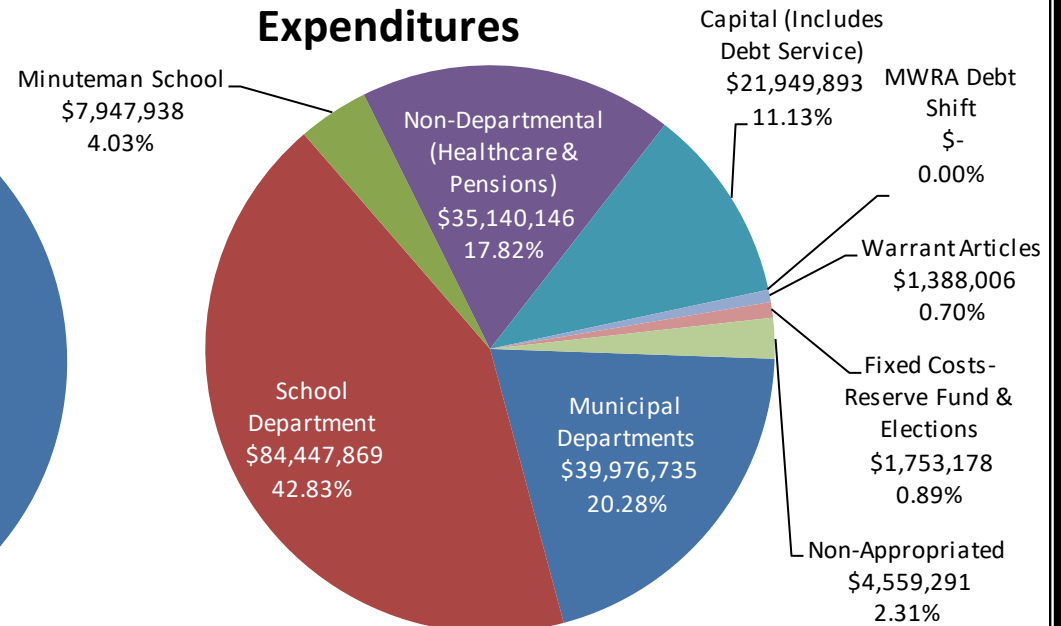
Fiscal Year 2023

Total \$197,163,056

Revenue



Expenditures



Fiscal Year 2023 Budget



Budget Summaries Comparison FY 2022-2023

DEPARTMENT	Fiscal Year 2022					Fiscal Year 2023						
	PERSONNEL SERVICES	EXPENSES	Appropriation Total	Enterprise Fund or other offsets	General Fund Total	PERSONNEL SERVICES	EXPENSES	Appropriation Total	Enterprise Fund or other offsets	General Fund Total	Dollar Difference	Percent Difference
FINANCE COMMITTEE	8,278	2,945	11,223	-	11,223	8,788	2,945	11,733	-	11,733	510	4.5%
SELECT BOARD	311,618	100,550	412,168	(34,812)	377,356	311,517	100,550	412,067	(24,025)	388,042	10,686	2.8%
TOWN MANAGER	920,392	63,552	983,944	(226,183)	757,761	921,342	63,552	984,894	(230,814)	754,080	(3,681)	-0.5%
HUMAN RESOURCES	331,526	56,450	387,976	(18,495)	369,481	326,328	56,450	382,778	(18,495)	364,283	(5,198)	-1.4%
COMPTROLLER	353,385	27,600	380,985	(31,529)	349,456	339,896	27,600	367,496	(31,516)	335,980	(13,476)	-3.9%
TREASURER	675,289	166,663	841,952	(115,423)	726,529	653,219	166,663	819,882	(116,562)	703,320	(23,209)	-3.2%
POSTAGE	33,847	190,883	224,730	(38,861)	185,869	36,473	188,257	224,730	(38,861)	185,869	-	0.0%
ASSESSORS	313,601	33,248	346,849	-	346,849	291,393	32,248	323,641	-	323,641	(23,208)	-6.7%
INFORMATION TECHNOLOGY	708,691	624,213	1,332,904	(229,328)	1,103,576	701,019	639,213	1,340,232	(239,628)	1,100,604	(2,972)	-0.3%
LEGAL	457,006	136,665	593,671	(115,788)	477,883	466,454	136,665	603,119	(112,558)	490,561	12,678	2.7%
TOWN CLERK	244,708	29,260	273,968	-	273,968	256,199	17,310	273,509	-	273,509	(459)	-0.2%
REGISTRARS	59,762	13,250	73,012	-	73,012	59,612	15,250	74,862	-	74,862	1,850	2.5%
PARKING	74,552	20,780	95,332	(37,276)	58,056	74,552	20,780	95,332	(36,564)	58,768	712	1.2%
PLANNING & COMM.DEVELOPEMEN	709,365	27,821	737,186	(109,879)	627,307	781,248	35,021	816,269	(185,081)	631,188	3,881	0.6%
REDEVELOPMENT	-	10,800	10,800	-	10,800	-	10,800	10,800	-	10,800	-	0.0%
ZONING BOARD OF APPEALS	23,881	10,300	34,181	-	34,181	53,400	10,300	63,700	-	63,700	29,519	86.4%
PUBLIC WORKS	4,405,779	7,109,288	11,515,067	(1,371,943)	10,143,124	4,445,138	7,424,825	11,869,963	(1,394,751)	10,475,212	332,088	3.3%
FACILITIES	497,382	425,044	922,426	(108,458)	813,968	489,151	484,044	973,195	(104,761)	868,434	54,466	6.7%
POLICE	8,058,383	754,050	8,812,433	(67,384)	8,745,049	8,160,655	726,050	8,886,705	(67,384)	8,819,321	74,272	0.8%
FIRE	7,513,304	437,400	7,950,704	(211,296)	7,739,408	7,530,039	427,400	7,957,439	(213,234)	7,744,205	4,797	0.1%
INSPECTIONS	532,553	15,200	547,753	-	547,753	483,872	15,200	499,072	-	499,072	(48,681)	-8.9%
LIBRARIES	2,135,916	538,880	2,674,796	(25,200)	2,649,596	2,141,051	517,880	2,658,931	(25,200)	2,633,731	(15,865)	-0.6%
HUMAN SERVICES												
HEALTH & HUMAN SERVICES	750,874	190,900	941,774	(122,640)	819,134	785,115	196,380	981,495	(210,653)	770,842	(48,292)	-5.9%
VETERANS' SERVICES	76,478	251,268	327,746	-	327,746	76,485	251,268	327,753	-	327,753	7	0.0%
COUNCIL ON AGING	384,040	64,800	448,840	(51,551)	397,289	433,990	64,800	498,790	(96,115)	402,675	5,386	1.4%
DIVERSITY, EQUITY, INCLUSION	103,085	38,000	141,085	-	141,085	187,194	38,000	225,194	(54,216)	170,978	29,893	21.2%
YOUTH SERVICES & COA	-	182,444	182,444	-	182,444	-	170,000	170,000	-	170,000	(12,444)	-6.8%
COLLECTIVE BARGAINING	549,201	-	549,201	-	549,201	1,314,849	-	1,323,572	-	1,323,572	774,371	141.0%
MUNICIPAL DEPTS.	30,232,896	11,522,254	41,755,150	(2,916,046)	38,839,104	31,328,979	11,839,451	43,177,153	(3,200,418)	39,976,735	1,137,631	2.93%
RESERVE FUND	-	2,814,200	2,814,200	-	2,814,200	-	1,753,178	1,753,178	-	1,753,178	(1,061,022)	-37.7%
ELECTIONS	49,882	23,610	72,943	-	72,943	181,995	63,750	245,745	-	245,745	172,802	236.9%
FIXED COSTS	49,882	2,837,810	72,943	-	2,887,143	181,995	1,816,928	1,998,923	-	1,998,923	(888,220)	-30.76%
EDUCATION	80,104,634		80,104,634		80,104,634	84,447,869		84,447,869	-	84,447,869	4,343,235	5.4%
N.C. PENSIONS		19,367	19,367	-	19,367		-	-	-	-	(19,367)	-100.0%
C. PENSIONS		14,041,972	14,041,972	(1,425,766)	12,616,206		14,846,687	14,846,687	(1,478,854)	13,367,833	751,627	6.0%
INSURANCE		21,007,349	21,007,349	(794,624)	20,212,725		22,551,866	22,551,866	(779,553)	21,772,313	1,559,588	7.7%
GRAND TOTAL	110,387,412	49,428,752	157,001,415	(5,136,436)	154,679,179	115,958,843	51,054,932	167,022,498	(5,458,825)	161,563,673	6,884,494	4.45%



SUMMARY OF 2023 INCREASES/DECREASES (Totals include Offset changes)

DEPARTMENT	INCREASE / (DECREASE)	EXPLANATION
Finance Committee	\$ 510 4.54%	\$ 510 Salaries and Wages
Select Board	\$ 10,686 3.57%	\$ (781) Salaries and Wages \$ 680 Increase in Longevity \$ 500 Increase in Advertising \$ 500 Increase in Dues/Subscriptions \$ (1,000) Decrease in Office Supplies \$ 10,787 Decrease in W/S Offset
Town Manager	\$ (3,681) -0.49%	\$ 24,883 Salaries and Wages \$ (3,964) Decrease in Longevity \$ (19,969) Decrease in Other Benefits \$ (4,631) Increase in W/S and CPA Offsets
Human Resources	\$ (5,198) -1.41%	\$ (5,293) Salaries and Wages \$ 95 Increase in Longevity
Comptroller	\$ (13,476) -3.86%	\$ (12,386) Salaries and Wages \$ (1,103) Decrease in Longevity \$ 13 Decrease in W/S Offset
Treasurer-Collector	\$ (23,209) -3.19%	\$ (13,745) Salaries and Wages \$ (3,000) Decrease in Deputy Tax Collector Wages \$ (5,325) Decrease in Longevity \$ (1,139) Increase in W/S Offset



SUMMARY OF 2023 INCREASES/DECREASES		
DEPARTMENT	INCREASE / (DECREASE)	EXPLANATION
Postage	\$ - 0.00%	
	\$ 2,626	Increase in Auto Allowance
	\$ (2,626)	Decrease in In-State Travel
Board of Assessors	\$ (23,208) -6.69%	
	\$ (22,012)	Salaries and Wages
	\$ (1,196)	Decrease in Longevity
	\$ 1,000	Increase in Auto Allowance
	\$ (1,000)	Decrease in In-State Travel
Information Technology	\$ (2,972) -0.27%	
	\$ (7,593)	Salaries and Wages
	\$ (79)	Decrease in Longevity
	\$ 20,000	Increase in Network Maintenance
	\$ (2,000)	Decrease in Informix Maintenance
	\$ (2,300)	Decrease in Unix Hardware/Support & Maint
	\$ (2,300)	Decrease in Computer Paper
	\$ 2,000	Increase in Software Maintenance
	\$ (400)	Decrease in Courier Service
	\$ (10,300)	Increase in W/S Offset
Legal	\$ 12,678 2.65%	
	\$ 9,407	Salaries and Wages
	\$ 41	Increase in Longevity
	\$ 3,230	Decrease to W/S Offset
Town Clerk	\$ (459) -0.17%	
	\$ 10,803	Salaries and Wages
	\$ 688	Increase in Longevity
	\$ (4,500)	Decrease in Advertising
	\$ (250)	Decrease in Data Processing Expenses
	\$ 1,000	Increase in Stenographers
	\$ 500	Increase in Office Supplies
	\$ (7,000)	Decrease in Printing Licenses
	\$ (1,700)	Decrease in Otherwise Unclassified
Registrars	\$ 1,850 2.53%	
	\$ (150)	Salaries and Wages
	\$ (250)	Decrease in Data Processing Expenses
	\$ (950)	Decrease in Office Supplies
	\$ 3,200	Increase in Printing Census
Parking	\$ 712 1.23%	
	\$ 712	Decrease in Offset



SUMMARY OF 2023 INCREASES/DECREASES

DEPARTMENT	INCREASE / (DECREASE)	EXPLANATION
Planning & Comm. Development	\$ 3,881 0.62%	
	\$ 71,844	Salaries and Wages
	\$ 39	Increase in Longevity
	\$ 7,200	Increase in Dues/Subscriptions
	\$ (75,202)	Increase in Offsets
Zoning Board of Appeals	\$ 29,519 86.36%	
	\$ 29,519	Salaries and Wages
Public Works	\$ 332,088 3.27%	
	\$ 2,507	Natural Resources Salaries & Wages
	\$ 369	Natural Resources Increase in Longevity
	\$ 10,000	Maintenance of Town Fields
	\$ 2,416	Engineering Salaries & Wages
	\$ 9	Engineering Increase in Longevity
	\$ 4,778	Engineering Decrease in Offset
	\$ 80,234	Admin Salaries & Wages
	\$ 2,028	Admin Increase in Longevity
	\$ 7,773	Admin Decrease in Offset
	\$ (45,944)	Highway Salaries & Wages
	\$ 496	Highway Increase in Longevity
	\$ 15,000	Highway Increased Expenses
	\$ (4,635)	Highway Increase in Offset
	\$ 12	MER Salaries & Wages
	\$ 100	MER Increase in Longevity
	\$ (724)	MER Increase Offset
	\$ 260,537	Solid Waste Increased Expenses
	\$ (3,767)	Cemetery Salaries & Wages
	\$ 899	Cemetery Increase in Longevity
	\$ 30,000	Cemetery Increased Expenses
	\$ (30,000)	Cemetery Increase in Offset
Facilities	\$ 54,466 6.69%	
	\$ (7,431)	Salaries and Wages
	\$ (800)	Decrease in Longevity
	\$ 39,000	Increase in Professional Maintenance
	\$ 20,000	Increase in Repair and Maintenance
	\$ 3,697	Decrease in W/S Offset



SUMMARY OF 2023 INCREASES/DECREASES

Police	\$	74,272 0.84%	
	\$	109,146	Salaries and Wages
	\$	(6,874)	Decrease in Longevity
	\$	(28,000)	Decrease in Maintenance
	\$	2,280	Increase in Computer
	\$	2,220	Increase in Equipment
	\$	10,000	Increase in Electricity
	\$	(5,000)	Auto Gas and Oil
	\$	(16,000)	Decrease in Telephone: Expenses
	\$	(2,500)	Decrease in Dues/Subscriptions
	\$	6,500	Increase in Other Purchased Services
	\$	2,500	Increase Supplies: Other
Fire	\$	4,797 0.06%	
	\$	12,893	Salaries and Wages
	\$	(4,710)	Decrease in Overtime
	\$	2,718	Increase in School Credit
	\$	123	Increase in EMT/Defibrillator Pay
	\$	4,761	Increase in Longevity
	\$	950	Increase in Stipends
	\$	(10,000)	Decrease in Maintenance
	\$	(1,938)	Increase in Offsets
Inspectional Services	\$	(48,681) -8.89%	
	\$	(42,656)	Salaries and Wages
	\$	2,000	Increase in Salaries and Wages Temp
	\$	(8,025)	Decrease in Longevity
	\$	1,000	Increase in Office Supplies
	\$	(1,000)	Decrease in Reps & Maint: Vehicles
Libraries	\$	(15,865) -0.60%	
	\$	5,385	Salaries and Wages
	\$	(250)	Decrease in Longevity
	\$	(15,000)	Decrease in Maintenance
	\$	(10,000)	Decrease in Electricity
	\$	10,500	Increase in Books and Materials
	\$	(6,000)	Decrease in Custodial Supplies
	\$	(3,000)	Decrease in Recordings: Library
	\$	2,500	Increase in Films: Library



SUMMARY OF 2023 INCREASES/DECREASES

DEPARTMENT	INCREASE / (DECREASE)	EXPLANATION
Health and Human Services	\$ (48,292) -5.90%	
	\$ 33,108	Salaries and Wages
	\$ 1,133	Increase in Longevity
	\$ 5,480	Increase in Contracted Services
	\$ (88,013)	Increase in Offsets
Veterans' Services	\$ 7 0.00%	
	\$ 7	Increase in Longevity
Council on Aging	\$ 5,386 1.36%	
	\$ 49,607	Salaries and Wages
	\$ 343	Increase in Longevity
	\$ (44,564)	Increase in Offsets
Diversity, Equity, Inclusion	\$ 29,893 21.19%	
	\$ 84,109	Salaries and Wages
	\$ (54,216)	Increase in Offsets
Collective Bargaining	\$ 761,927 141.00%	
Subtotal: Municipal Departments	1,137,631 2.93%	



SUMMARY OF 2023 INCREASES/DECREASES		
DEPARTMENT	INCREASE / (DECREASE)	EXPLANATION
Contributory Retirement	\$ 732,260 5.80%	
	\$ 804,715	Increase in Retirement Costs
	\$ (19,367)	Decrease in Non-Contrib Pensions
	\$ (53,088)	Increase in Offset
Group Health Insurance + Insurance	\$ 1,559,588 7.72%	
	\$ 40,000	Increase in Exp: Workers Comp
	\$ (12,000)	Decrease in Opt Out Program
	\$ 1,275,140	Increase in Group Health Insurance
	\$ 4,754	Increase in Group Life Insurance
	\$ 168,723	Increase in Medicare Payroll Tax
	\$ 50,000	Increase in Employee Mitigation
	\$ 15,071	Decrease in Offset
	\$ 17,900	Increase in Property Insurance
Reserve Fund	\$ (1,061,022) -37.70%	
	\$ 33,033	Increase in Reserve Fund
	\$ (1,094,055)	Decrease in Reserve Fund School
Elections	\$ 172,802 236.90%	
	\$ 132,662	Salaries & Wages
	\$ 10,650	Increase in Electronic Voting Equipment
	\$ 40	Increase in Office Supplies
	\$ 20,000	Increase in Printing Ballots
	\$ 9,450	Increase in Other Purchased Services
Subtotal: Fixed Costs	\$ 1,403,628 9.88%	
Total: Education	\$ 4,343,235 5.42%	
Grand Total	\$ 6,884,494	

Fiscal Year 2023 Budget

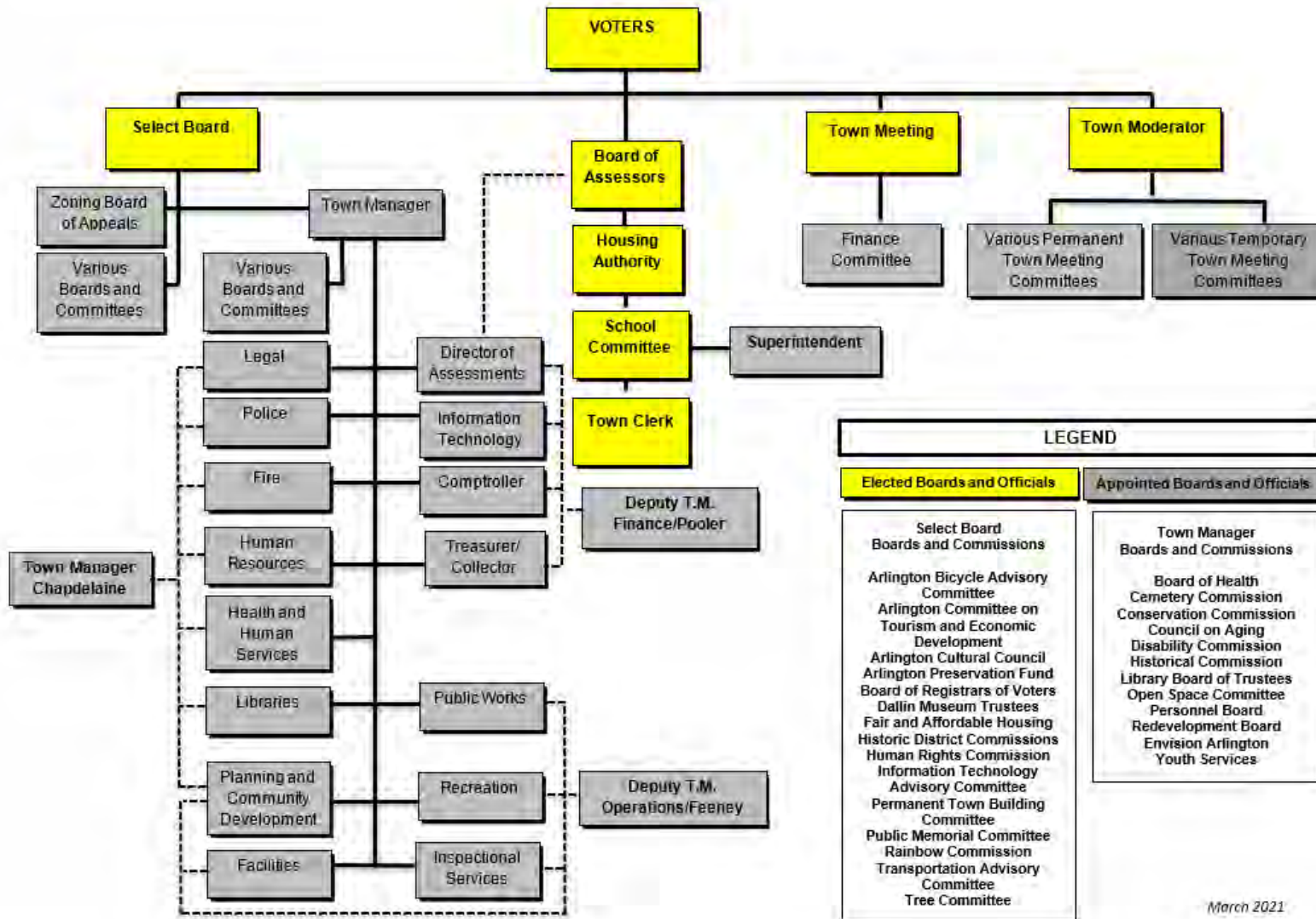


Budget Summaries

Department	FY13		FY14		FY15		FY16		FY17		FY18		FY19		FY20		FY21		FY22		FY23		FY22 to 23 FTE Change	FY13 to 23 FTE Change
	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT		
General Fund	0	0.20	0	0.20	0	0.20	0	0.20	0	0.20	0	0.20	0	0.20	0	0.20	0	0.20	0	0.20	0	0.20	0.00	0%
Finance Committee	3	0.50	3	0.50	3	0.51	3	0.51	3	0.51	3	0.51	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	0.00	0%
Select Board	4	1.20	5	0.69	5	0.69	5	0.69	6	0.69	6	0.69	6	0.69	6	0.69	7	0.00	7	0.00	7	0.00	0.00	0%
Town Manager (Purchasing)	3	0.54	3	0.54	3	0.51	3	0.51	3	0.51	3	0.51	3	0.51	3	0.51	3	0.80	3	0.80	3	0.80	0.00	0%
Human Resources	5	1.00	7	0.50	7	0.30	7	0.30	7	0.30	7	0.60	7	0.00	7	0.00	7	0.00	7	0.00	7	0.00	0.00	0%
Information Technology	4	1.80	4	1.30	4	1.30	4	1.30	4	1.30	4	1.30	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	0.00	0%
Comptroller	9	0.86	9	0.86	10	0.00	10	0.00	10	0.00	10	0.00	10	0.00	10	0.00	10	0.00	10	0.00	10	0.00	0.00	0%
Treasurer/Collector	0	0.70	0	0.70	0	0.63	0	0.63	0	0.66	0	0.66	0	0.66	0	0.66	0	0.66	0	0.66	0	0.66	0.00	0%
Postage	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	0.00	0%
Assessors	4	0.51	4	0.51	4	0.54	4	0.54	4	0.54	4	0.54	4	0.53	4	0.53	4	0.75	4	0.75	4	0.75	0.00	0%
Legal (Workers' Comp)	4	0.23	4	0.23	4	0.23	4	0.23	4	0.23	4	0.23	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	0.00	0%
Town Clerk	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	0.00	0%
Parking	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	0.00	0%
Board of Registrars	5	1.32	5	0.83	5	1.06	5	1.06	5	1.06	7	0.00	8	0.00	8	0.00	8	0.00	8	0.00	9	0.00	1.00	13%
Planning & Comm Development	0	0.50	0	0.50	0	0.50	0	0.50	0	0.50	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0.00	-
Redevelopment Board	0	0.46	0	0.46	0	0.48	0	0.48	0	0.49	0	0.49	0	0.49	0	0.49	0	0.29	0	0.29	0	0.89	0.60	207%
Zoning Board	59	1.63	59	1.81	59	1.98	59	2.35	58	1.55	59	1.55	60	0.86	60	0.86	60	1.70	60	1.36	61	1.57	1.21	2%
Public Works	6	1.00	6	1.18	6	1.35	6	1.72	5	0.86	5	0.86	5	0.86	5	0.86	5	1.70	5	1.36	6	1.57	1.21	19%
Admin	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	0.00	0%
Engineering	18	0.00	18	0.00	18	0.00	17	0.63	17	0.69	17	0.69	18	0.00	18	0.00	18	0.00	18	0.00	18	0.00	0.00	0%
Natural Resources, Properties	22	0.00	22	0.00	22	0.00	22	0.00	22	0.00	23	0.00	23	0.00	23	0.00	23	0.00	23	0.00	23	0.00	0.00	0%
Highways	6	0.00	6	0.00	6	0.00	6	0.00	6	0.00	6	0.00	6	0.00	6	0.00	6	0.00	6	0.00	6	0.00	0.00	0%
Motor Equipment Repair	3	0.63	3	0.63	3	0.63	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	0.00	0%
Cemeteries	5	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0.00	-
Community Safety -- Admin	65	0.00	84	2.67	82	2.66	82	2.66	84	2.66	83	3.46	83	3.46	83	3.57	83	3.81	83	3.81	83	3.81	0.00	0%
Police	4	1.81	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0.00	-
Other	76	0.00	80	0.00	81	0.00	81	0.00	81	0.00	81	0.00	81	0.00	81	0.00	81	0.00	81	0.00	81	0.00	0.00	0%
Fire	12	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0.00	-
Support	5	0.00	5	0.00	5	0.00	5	0.00	5	0.00	6	0.00	6	0.00	6	0.00	5	1.29	5	1.29	5	1.31	0.02	0%
Inspections	20	11.30	21	8.15	22	6.90	22	7.39	22	7.02	21	8.41	24	6.64	23	7.50	23	7.80	23	7.89	23	7.87	-0.02	0%
Libraries	0	0.00	0	0.00	0	0.00	1	1.18	5	1.33	5	0.83	5	0.83	5	0.83	5	1.11	5	1.11	5	1.10	-0.01	0%
Facilities	5	3.25	5	3.25	6	2.30	6	2.30	6	2.30	7	2.89	8	2.60	8	4.14	10	3.18	14	3.06	17	2.44	2.38	14%
Health and Human Services	298	27.81	304	23.7	306	20.79	307	22.83	313	21.85	316	22.87	323	17.47	322	19.98	324	21.59	328	21.22	333	21.40	5.18	1%
Sub-total	326		328		327		330		334		339		340		342		346		349.22		354.40		5.18	1%
FTEs																								
Enterprise Funds																								
Water & Sewer	16.00	0.50	16	0.50	16	0.50	16	0.50	16	0.50	16	0.30	16	0.30	17	0.00	17	0.00	17	0.00	17	0.00	0.00	0%
Arlington Recreation	1.00	1.02	1	1.12	1	1.24	1	1.35	2	0.57	1	1.87	3	4.70	3	4.70	3	4.51	3	3.10	4	2.30	0.20	3%
Ed Burns Arena	2.00	1.12	2	1.12	2	1.12	1	1.95	1	1.90	1	1.60	1	1.90	1	1.90	1	1.90	1	1.70	1	1.70	0.00	0%
Council on Aging Trans.	1.00	0.54	1	0.54	1	0.54	1	0.54	1	0.60	0	1.60	0	0.60	0	0.80	0	0.80	0	0.80	0	1.60	0.80	100%
Arlington Youth Counseling Ctr	2.00	1.48	3	1.48	3	1.90	2	2.68	2	2.48	3	1.77	3	1.77	3	1.97	3	3.02	3	3.31	8	5.11	6.80	108%
TOTAL	320	32.47	327	28.46	329	26.09	328	29.85	335	27.90	337	30.01	346	26.74	346	29.35	348	31.82	352	30.13	363	32.11	12.98	3%



Town of Arlington Organizational Chart





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SECTION IV

BUDGETS



GENERAL GOVERNMENT

FINANCE COMMITTEE • RESERVE FUND •
SELECT BOARD • TOWN MANAGER •
HUMAN RESOURCES • COMPTROLLER • TREASURER

POSTAGE • ASSESSORS • INFORMATION
TECHNOLOGY • LEGAL • TOWN
CLERK • BOARD OF REGISTRARS •
PARKING

PLANNING & COMMUNITY DEVELOPMENT •
REDEVELOPMENT BOARD •
ZONING BOARD OF APPEALS • FACILITIES



Program Description

The Finance Committee is comprised of 21 members appointed from each of the 21 precincts in Town. The purpose of the Committee is to “consider all articles contained in any warrant except articles on zoning upon which the zoning by-law requires a report to be made to the Town by the Redevelopment Board and those articles which do not require or request an appropriation of money...Said committee shall make recommendations, and shall report in print...to each Town Meeting.” The Committee also makes general suggestions, criticisms, and recommendations, including articles which may not request an appropriation.

The Committee is also the custodian of the reserve fund, which is appropriated annually to allow for any unforeseen expense, which may occur during the fiscal year. The Committee's members play active roles in Town finance, officially representing the Finance Committee on many of the Town's other committees. These include: the Capital Planning Committee, the Budget and Revenue Task Force, the Long Range Planning Committee, Envision Arlington, Information Technology Advisory Committee, and other committees voted by Town Meeting.

Budget Statement

The Finance Committee has a level service budget. The Reserve Fund is one percent (1%) of General Fund Revenue.

PROGRAM COSTS

Finance Committee	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Personnel Services	6,550	7,500	8,201	8,788
Expenses	1,139	2,500	2,945	2,945
Total	7,689	10,000	11,146	11,733

PROGRAM COSTS

Reserve Fund	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Expenses	-	-	2,814,200	1,753,178
Total	-	-	2,814,200	1,753,178

STAFFING

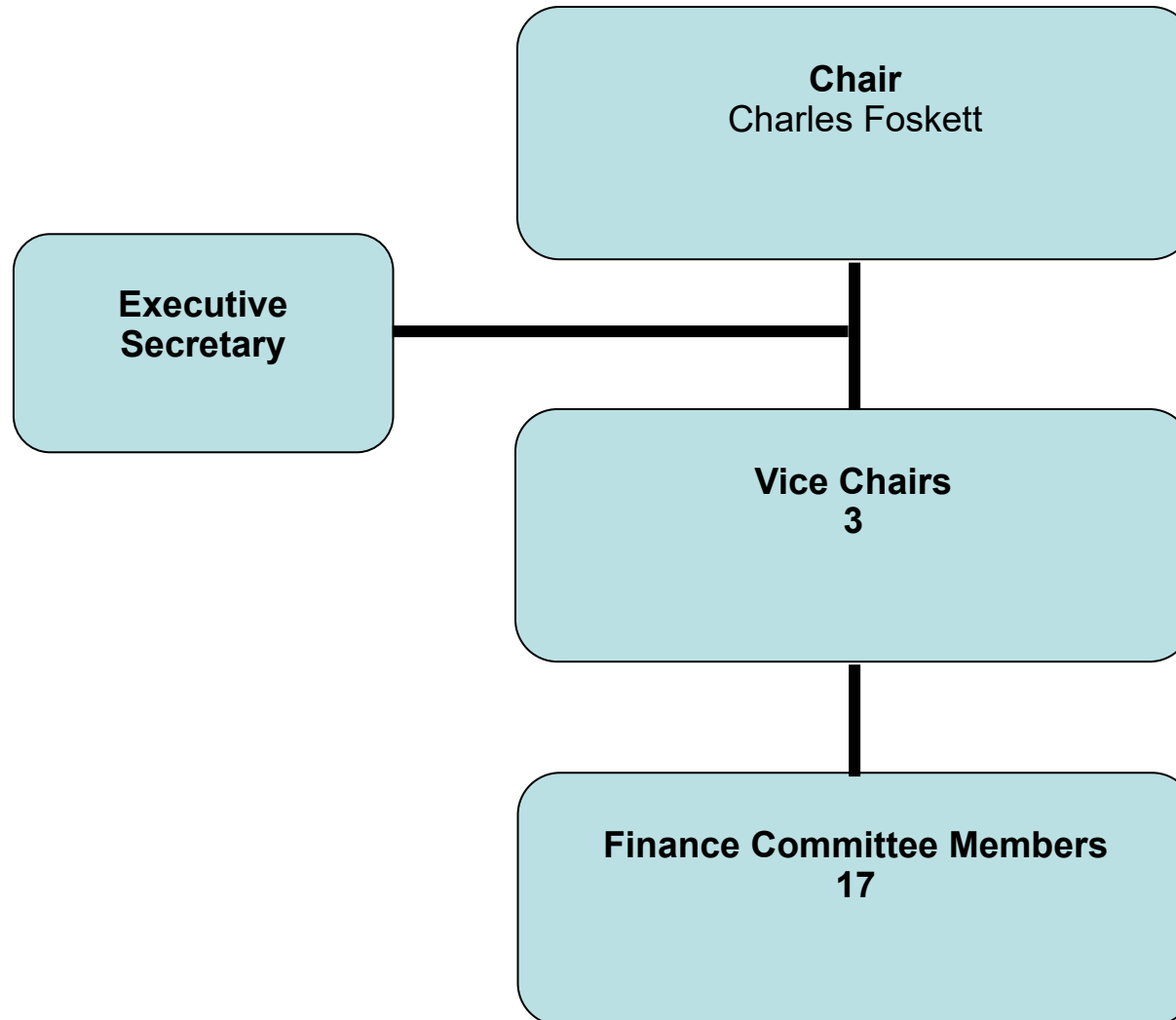
Finance Committee	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Managerial				
Clerical	1PT	1PT	1PT	1PT
Professional/Technical				
Total	1PT	1PT	1PT	1PT

FY2023 Objectives

- Review and recommend on all financial articles before the Town Meeting.
- Review and act on all requests for transfers within departmental budgets and from the Reserve Fund.
- Participate in all committees which require a representative from the Finance Committee, such as, but not limited to, the Capital Planning Committee, the Information Technology Advisory Committee (ITAC), the Long Range Planning Committee, and the Budget and Revenue Task Force.

Major Accomplishments for 2021

- Worked with Town officials on future financial planning.
- Reviewed all budgets and warrant articles requesting funds and presented to Town Meeting balanced and responsible proposed spending consistent with the long-term plan of the Town.
- Successfully guided the spending plan through Town Meeting.





Program Description

The Office of the Select Board serves as the initial contact for the Select Board to the public, providing general information and assistance. The Office of the Select Board processes and issues licenses and permits approved by the Board. The Office of the Select Board, on behalf of the Chair, is responsible for filing appropriate public notice of any Board meeting or hearing with the Town Clerk. The Office of the Select Board, including the Board Administrator, shall take all steps necessary to ensure Board notices comply with requirements of the Open Meeting Law, as well as any other notice requirements germane to a given public hearing or agenda item under the laws of the Commonwealth. The Office prepares agendas and information packets for the Select Board; prepares the minutes for meetings of the Select Board, ensuring accuracy and that minutes reflect the true nature of the issues discussed. Agendas and Minutes for the Select Board are available online through the Towns website. The Office of the Select Board prepares the Annual Town Meeting Warrant and the Select Board's Report to Town Meeting, which records votes of the Select Board on each warrant article; ensures that the report is distributed to Town Meeting members.

The Select Board serve as the Licensing Authority responsible for issuing and renewing licenses for the following categories: common victualler, food vendor, alcohol, lodging houses/inn keeper, class I and II, secondhand dealer, hackney, public entertainment, automatic amusement, and contractor drainlayer. The Select Board also serve as the permitting authority for the following categories: parking permit exceptions, block party, street performer, and special events. The Select Board are responsible for the appointment of the Town Manager, the Comptroller, the Board Administrator, the Registrar of Voters (except the Town Clerk), the Zoning Board of Appeals, select advisory committees, and election officers; and further, confirm a host of appointments by the Town Manager. The Select Board shall open the annual Warrant and call Town Meetings and Special Town Meetings and make recommendations regarding articles under same.

Budget Statement

The budget is a level-services budget.

PROGRAM COSTS

Select Board	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Personnel Services	295,763	300,216	311,618	311,517
Expenses	17,459	15,741	22,550	22,550
Total	313,222	315,957	334,168	334,067

STAFFING

Select Board	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Managerial	1	1	1	1
Clerical	3	3	3	3
Professional/Technical	0	0	0	0
Total	4	4	4	4

FY2023 Objectives

- Continue to develop a memorandum of agreement with the Town Clerk's Office and the Board of Registrars regarding the management and administration of elections.
- Continue to update the Select Board's Policy Handbook as necessary.
- Continue to enhance accessibility and transparency of Select Board proceedings through the integration of technology.
- Continue to implement the State mandated Early Voting Process for State and Federal Elections
- Facilitate reorganization of the Select Board files.
- Facilitate reorganization of electronic archives.
- Work with all departments involved to enhance the Private Way/Betterment Process and Application.
- Update and approve all license and permit applications.
- Work with the Treasurer's Office to explore the option of online payment for various departmental functions.
- Approval of application process and license for one Host Community Agreement for delivery only.



Major Accomplishments for 2021

- Managed one election: the Annual Town Election (April 2021).
- Implemented the use of Virtual Annual Town Meeting through the Zoom Videoconferencing Platform and ZPato Research of Lexington.
- Updated and reorganized the content on the Select Board webpage.
- Successful transitioned from in-person Select Board Meetings to virtual during COVID-19.
- Successfully implemented the Local State of Emergency Declaration, allowing Town Departments and Committees to operate virtually in accordance with the Commonwealth of Massachusetts.
- Successfully implemented hybrid Select Board Meetings where there were 57 virtual participants.
- Modified and implemented the Parking Policy and Regulations to include a streamlined process for medical and financial hardships where applicants can confidentially submit documentation without going before the Select Board.
- Approved 11 various business establishments for operation in Town.
- Anticipating the approval of one additional Host Community Agreement Marijuana Establishment.

Performance / Workload Indicators

Select Board	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Estimated
Meetings:				
Town Meeting Preparations	8	1	11	9
Special Town Meeting Preparations	2	0	5	0
Select Board Meeting Preparations	28	24	30	28
Budget & Revenue Task Force	1	0	0	1
Select Board Goal Setting	1	1	1	1



Select Board

Stephen W. DeCoursey
Lenard Diggins
Eric D. Helmuth
John V. Hurd
Diane M. Mahon

Board Administrator

Marie Krepelka

Office Manager

Administrative Assistant

Principal Clerk



Program Description

The Town Manager's Office implements Town policy and provides management of all operational and support departments, excluding Town Clerk and Select Board.

The Town Manager is responsible for the direct management and supervision of Public Works, Police, Fire, Health and Human Services, Facilities, Inspectional Services, Libraries, Planning and Community Development, Legal/Workers' Compensation, Human Resources, Information Technology, Assessing, Treasurer/Collector, Comptroller, and Recreation departments. It is also responsible for the capital and operating budgets, the Annual Report, insurance, Town website, legislative initiatives, policy recommendations to the Select Board, and purchasing. It provides staff support for the Community Preservation Act Committee, the Capital Planning Committee, and coordinates public records requests.

The Office approves all Town purchasing, including bid management, assistance in the review and approval of all Requests for Proposals, Request for Quotations, and bids, and encourages a mutually cooperative relationship with requesting departments, acknowledging that successful purchasing is a result of teamwork.

Budget Statement

The FY2023 budget is a level-services budget.

PROGRAM COSTS

Town Manager	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Personnel Services	774,239	838,000	920,392	921,342
Expenses	45,507	42,903	63,552	63,552
Total	819,746	880,903	983,944	984,894

FY2023 Objectives

Long Range Financial Goals

- Work with Long Range Planning Committee to update existing multi-year financial plan while also considering opportunities to reduce the Town's structural deficit in preparation for future multi-year financial plans and work with the Budget and Revenue Taskforce to identify financial impact of potential override in 2023 (FY2024).
- Finalize the phaseout of the MWRA debt shift in FY2023, thereby reducing tax rate impacts of the AHS debt exclusion.
- Continue to evaluate current methods of delivering various services to ensure that the most productive, cost efficient method is utilized.
- Continue to maximize grant funding and other revenue enhancing opportunities including grants and technical resources available to Community Compact program participants.
- Work with legislators and other communities for a more equitable distribution of state resources and identify and communicate the Town's legislative priorities to the local delegation.

Capital Projects and Maintenance

- Continue to work with the Town Manager and the School Department on continued implementation of the joint Town/School Facilities Department with a focus on scheduled reporting of progress to the Select Board at agreed upon intervals
- Work with the Arlington High School Building Committee as it works to manage the Arlington High School construction project which is currently underway
- Work with the Town Manager and the PTBC as they manage the renovation and construction at the DPW facility
- Work with the Library Board of Trustees as it advances the "Reimagining Our Libraries" program and begins to seek funding for

STAFFING

Town Manager	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Managerial	3	3	3	3
Clerical	1	1	1	1
Professional/Technical	2.7	3	3	3
Total	6.7	7	7	7



FY2023 Objectives (cont.)

- Work with the Town Manager to consider the best use of the space at the Parmenter School which will be vacated in 2023.

Long Range Community Planning, Land Use, and Development

- Continue to work with the Master Plan Implementation Committee as it implements the key strategies and recommendations contained within the Master Plan
 - Consider endorsement of updated Housing Production Plan while also advocating for funding sources for the Affordable Housing Trust Fund
 - Continue to support efforts focused on economic development, business retention, and tourism through working with the Economic Development Coordinator, with a particular focus on economic recovery from the impacts of the pandemic
 - Work to oppose the current proposal for the Mugar property, protect the wetlands contained within the property, and work toward the best outcome for the property, the neighborhood, and the Town
 - Continue to work with the Arlington Commission for Arts and Culture to support promotional opportunities for arts and culture in Arlington, work to promote the cultural district, and further work to develop metrics for measuring the impact of investments in arts and culture
 - Work with the Cemetery Commission to consider the expansion of cemetery space inclusive of expansion of green burial space and appropriate space for the interment of cremains
 - Work with Town Manager and other stakeholders on identifying land for storm debris and snow storage
 - Communicate and coordinate with neighboring communities to identify issues that have regional impacts, the following included:
 - Work with Cambridge, Somerville, and the MWRA to eliminate all CSO discharges into the Alewife Brook within the next 20 years. Uphold Town Meeting vote to restore Alewife Brook to a Federal Class B waterway. Work with newly formed Save the Alewife Brook advocacy group to broaden these efforts
- Work with DCR and MassDOT on Alewife Greenway to protect the Town's interests and ensure that appropriate state agencies uphold their commitment to maintenance and vegetation management

FY2023 Objectives (cont.)

- Work with appropriate stakeholders to engage in a community dialogue about the future maintenance and use of the Great Meadows

Transportation and Parking

- Work with ABAC and TAC to begin implementation of Connect Arlington, the Town's sustainable transportation plan
- Continue to work with the Parking Advisory Committee on managing the Arlington Center Parking Management Strategy, work to prepare proposals for the Parking Benefit District and pursue funding for a parking study to be performed in East Arlington
- Work with TAC to establish a schedule for periodic updates from TAC to the the Select Board
- Work with Town staff to explore continuation of Blue Bikes program in Arlington along with potential expansion of stations further west along the Minuteman Bikeway
- Work with Disabilities Commission and Department of Public Works to continue to aggressively fund and implement ADA accessible curb ramp improvements
- Investigate the potential for changes, either temporary or permanent, to the Town's overnight parking ban
- Work with Town staff and the Design Review Committee to design permanent improvements to the Mass Ave and Appleton intersection and also work to apply for grant funding project implementation
- Work with Town staff and TAC to design permanent improvements to the Chestnut St./Mystic St. intersection

Public Communications, Customer Service, & Resident Engagement

- Continue exploring options for customer service enhancement including enhanced use of website and analysis of feasibility of adding "New to Arlington" section to the Town website
- Receive quarterly reporting from the Request/Answer center with a focus on volume and response time. How long before request is acknowledged? Monitor long term unanswered requests and explore further metrics that provide value to the Board
- Review all board applications for licenses and permits, and update applications and processes across departments



FY2023 Objectives (cont.)

- Work with Town Manager and Public Information Officer to maintain and expand traditional and alternative means to enhance public communication including investigating the implementation of community engagement training
- Work with Remote Meeting Study Committee to implement remote and hybrid meeting technology, in a phased approach, for all boards, committees and commissions

Information Technology

- Work with the Chief Information Officer to renew the 3 year IT Strategic Plan
- Working with state funded Cybersecurity grant program, assess potential improvements to Town and School network security
- Working with state funded Cybersecurity grant program, assess potential improvements to Town and School network security
- Assess future role of ITAC in planning and assessing technology related work in the Town

Energy Efficiency/Sustainability

- Continue work with the Clean Energy Future Committee to implement the measures included in the Net Zero Action Plan
- Continue promotion of the Arlington Community Electricity (ACE) program and work to increase the default amount of renewable energy in future contracts
- Work to undertake building electrification study with Facilities Director

Organizational

- Continue bargaining, utilizing the results of the compensation study, with bargaining units not yet settled for a new contract beginning in FY2022
- Continue to recruit and hire qualified, professional, and excellent employees at all levels of the organization with a focus on developing a strategy for enhancing diversity in hiring
- Work with the Human Resources Director to maintain compliance with the Pay Equity Law
- Work to provide organization wide professional development, focused on enhancing employee resiliency

Major Accomplishments for 2021

- Worked with an interdepartmental team to lead the Town's response to the COVID-19 pandemic.
- Worked with various departments, boards and committees to launch remote meetings due to the impacts of COVID-19.
- Received Government Finance Officers Association Distinguished Budget Presentation Award for the eighth consecutive year.
- Appointed Patricia Sheppard as Chief Information Officer and Michael Ciampa as the Director of Inspectional Services.
- Implemented the reduction of the MWRA debt shift from the tax rate and incorporating it into the Water and Sewer rates.
- Worked with the Arlington High School Building Committee to complete Phase 1 of the new Arlington High School.
- Worked with the ARB and the PTBC to complete construction on the Central School focused on improving the space used as a Community Center and office space for the Department of Health and Human Services.
- Worked with the PTBC to begin construction of the DPW facility.
- Worked with the Diversity, Equity, and Inclusion Director to continue Race, Equality, and Leadership (REAL) training, facilitated by the National League of Cities, for Town supervisory and management staff.
- Worked with the Clean Energy Future Committee to develop and finalize the Net Zero Action Plan in Arlington by 2050.
- Working with DPW, completed the sidewalk improvement project in Arlington Center, enhancing mobility for all users of the Center.



Program Description

An ongoing goal of the Select Board is to enhance public communication and customer service during day-to-day Town operations and in the event of an emergency, plus promote the interests of the Town in concert with its online policy. The Public Information Officer (PIO) works with all departments to achieve these goals by leveraging existing, and new, communication channels and technologies to improve efficiencies, effectiveness, transparency, and staff productivity. The PIO also manages these systems and trains staff to post content in compliance of federal, state, and local laws, such as the Americans with Disabilities Act (ADA), Open Meeting Laws, and the Town's Online Communication Policy.

The communication channels utilized to meet these objectives are the Town's website, the Request/Answer Center (R/A Center), Town of Arlington Notices (email), social media, Arlington Alert System (phone), plus local media and the Town's network of boards and committees.

In the past three years the Town has used Site Improve to improve its ADA compliance. Site Improve is a software program that scans the Town's website and reports ADA and quality assurance issues making it easier for the Town to maintain a higher level of compliance.

This is the seventh full fiscal year utilizing the new content management system (CMS) that powers the Town's website. The Town continues to build staff capacity by introducing new processes and training about content creation, dissemination, and related ADA compliance. As of late 2021, active staff users on the main communications systems are as followed: Website CMS, 60 users; R/A Center, 80 users; Site Improve, 38 users; social media management, 11 users; and Arlington Alerts, 21 users.

FY2023 Objectives

- Continue to meet, as needed, with the COVID-19 team to provide coordinated public health, safety, and economic development advisories and information related to the pandemic.
- Continue to produce video content with ACMi for regular "Updates" with departments and officials (Town Hall, DPCD, DEI, and APD).
- Find ways to increase subscriptions to Town Notices (email). From tax bills to community outreach, it is clear from our last Website/ Communications survey that Town Notices are an effective and highly desired method of communication.

- Continue to respond to ADA compliance issues identified in Site Improve and the Town's ADA Self-Evaluation Report released in 2019 (vendor WebQA).
- Expand use of Google Analytics as a reporting mechanisms that engages and informs Town staff, so they can better understand and focus their communication resources.
- Work with Public Works Department to improve communications on projects around town.
- Communicate the elimination of the Request/Answer Center Mobile app OR evaluate a replacement. It will be sunset in spring 2022.

Public Records Center

The Public Records Center is Arlington's online customer service portal where residents can make requests for and receive public records. The system was launched in 2017 to foster compliance with the updated Public Records Law that went into effect January 1, 2017. In its ongoing commitment to open government and transparency, the Town proactively posts many commonly requested documents to its website and provides access to or copies of public records upon request. Although public record requests can be submitted in any fashion, the Public Records Center is growing in popularity each year due to its convenience, as well as increased public interest in local government matters.

Some public records requests are simple in nature, seeking only a copy of a single permit or plan, while others are labor intensive, requiring input from a number of Departments or time consuming searches of historical archives or electronic records. The Public Records Law requires municipalities to designate a Records Access Officer to coordinate the response to public record requests. In Arlington, this function is performed by the Deputy Town Manager for Operations. Below is a summary table of common requests.

Public Records Requests	CY 2019	CY 2020	CY 2021
Fire Department Reports	43	36	29
Maps / GIS Data	56	89	100
Municipal Records	169	278	175
Property / Building Specific Information	177	181	213
Other	0	0	97
Total Requests	445	584	614



Major Accomplishments for 2021

- Continue to provide communications support to the Town's COVID-19 team and coordination across departments.
- Communication System Changes. Online services around the world were heavily relied upon during the pandemic. This reliance has resulted in many changes by vendors who provide online services, from increased pricing to features being eliminated. In the last year, Arlington has been informed of the following changes in which we are currently evaluating solutions for:
- Social Media: A less expensive vendor has been identified that allows for more users. Though there are fewer features, workflows and tools have been developed for success.
- Arlington Alerts: With a year of emergency communications and changes in service to Town of Arlington Notices we are evaluating Mass Notification Systems with an eye toward ease-of-use improvements, multi-language, and possible inclusion of Town of Arlington Notices to replace the Granicus feature being sunset.
- Worked to rectify issues cited in the 2019 Town's ADA Self-Evaluation Report. Some issues were resolved during website refresh.
- The Communications Intern was able to fix many ADA issues improving the website page score to 90. Ongoing attention is necessary to maintain a high score.
- Video Content: Producing several regular "Updates" from Town Officials to inform the public of initiatives, public health, and public safety content including; Town Hall Updates, DPCD Updates, DEI Updates, and APD Updates, and stand-alone public service announcements (vaccines, mask, etc.), plus several Virtual Town Forums, broadcast live on ACMi and streamed via social media.
- Conducted a website/communications survey to measure user satisfaction of 2020 redesign, general communications, and COVID-19 response. Satisfaction levels were high for the redesign with a significant increase in satisfaction with the content of Town Notice emails; 94% of respondents reporting they were "Very informed" or "Informed," up from 73% in 2019, Survey results at arlingtonma.gov/townmanager
- Annual Report: The MMA did not give out awards in 2020.
- Major campaigns and events supported in 2021 included: COVID-19 Communications, ARPA Framework, Town Hall Plaza reconstruction, Arlington Community Electricity, Community Conversations Series, Whittemore Park renovations, Town Meeting, AHS Building Project,

DPW Facilities Project, local elections, and reprecincting efforts. Conducted Website/Communications Survey post website redesign. Publications Produced: 2020 Annual Report.

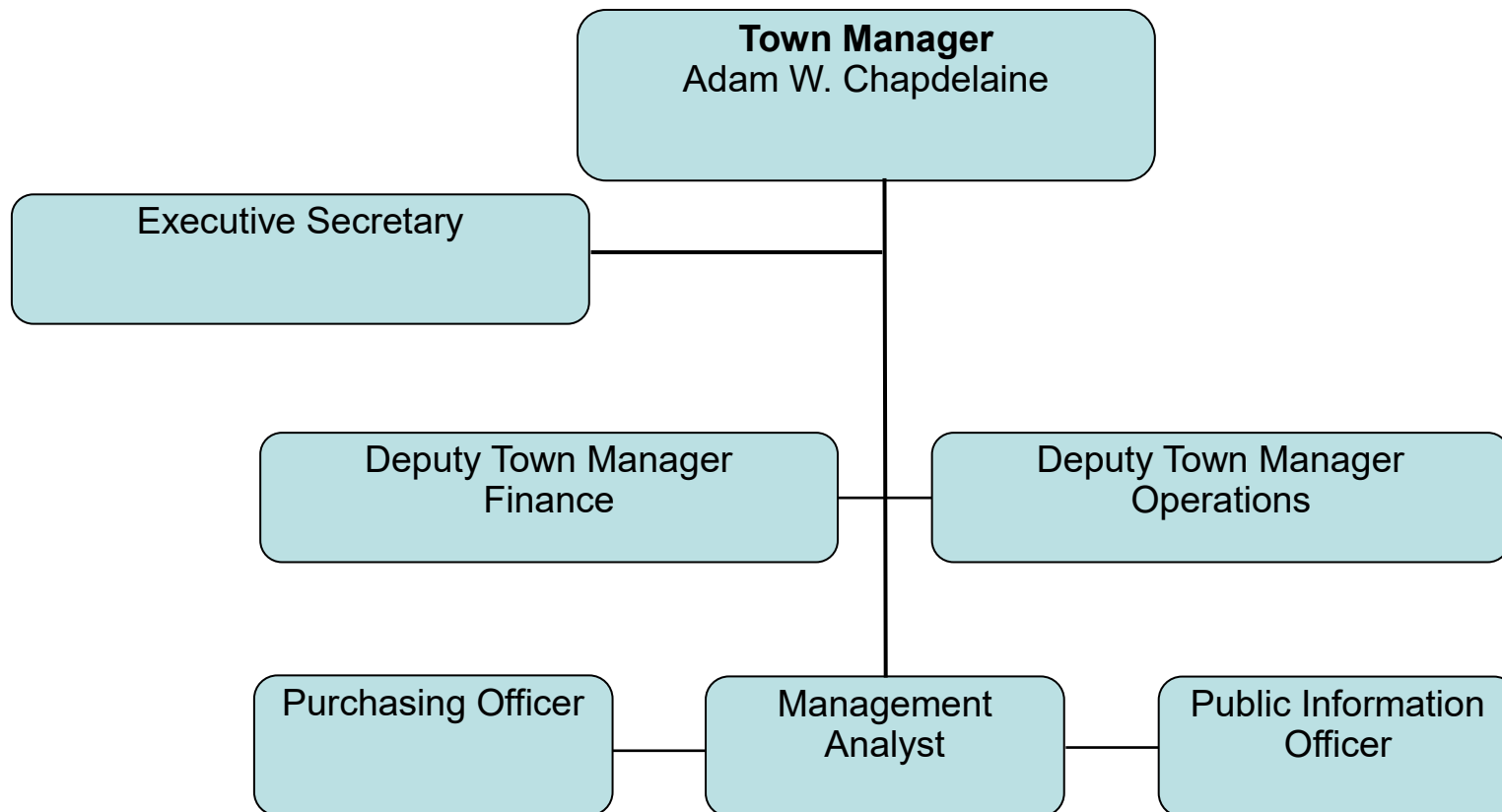
- In calendar year 2021, the National League of Cities (NLC) Prescription Drug Card Program saved residents \$19,787; cumulative savings since the program started in 2009 is \$360,107. Arlington continues to lead the state in annual and cumulative saving.

Performance / Workload Indicators

	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Estimated
Public Communications				
Subscribers to Town of Arlington Notices	5,250	5,950	5,583	5,700
% of Growth from previous year	0%	12%	-7%	2%
% of households (19,000)	28%	31%	29%	30%
Social Media Town of Arlington Channel only				
Facebook Likes	1,900	2,505	3,100	3,700
Twitter Followers	2,550	3,500	4,061	4,300
Website Traffic (arlingtonma.gov)				
Page Views	1,652,904	1,989,003	2,484,367	1,700,000
Visits/Sessions	618,850	829,464	1,271,778	700,000
Visitor Loyalty- # of Uniques Visited Over 200 Times	22,790	26,355	33,287	2,800
Request/Answer Center: System Stats				
New Customer Registrations	1,809	1,166	1,320	1,200
Questions/Requests Created	3,332	2,630	2,853	2,700
Questions/Requests Closed	3,204	2,190	2,794	2,700

Performance / Workload Indicators

	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Estimated
Town Manager				
Purchase Orders Processed	6,200	6,300	4,360	4,500
Bids Processed	74	61	73	65





Program Description

The Human Resources Department is a four-person team consisting of a Director, Assistant Director, Benefits Administrator, and part-time Assistant Benefits Administrator. The Department's primary objectives are to protect the Town from employment liability issues and to provide quality, professional support to our employees and managers.

The Department administers the Town's classification, compensation and benefits programs in compliance with Federal and State Labor Laws, along with local collective bargaining agreements. The Director serves as a primary contact for the Town's six labor unions and is a member of the Town's collective bargaining team. Additionally, the Department deals with a wide variety of workplace issues and seeks to improve the quality and effectiveness of town services by recruiting and retaining the best employees, and reviewing and improving Departments' organizational structures.

The Department works to ensure the fair and equitable treatment of all Town employees. The Department administers Health Insurance and other benefits (a budget of approximately \$20 million) for all active town and school employees as well as retirees. The Department advertises position openings; screens, interviews, and selects the most qualified candidates for positions; maintains the Town's classification and pay plan and ensures compliance with Civil Service Laws, as well as state and federal employment laws. The Department also addresses a wide range of employment matters including disciplinary matters and workplace investigations.

The Town and School Human Resources staffs are committed to a collaborative effort in providing quality service to employees and retirees. We also continue to invest in developing a culture of trust with our labor unions and employees, which in turn helps protect the Town from costly employment litigation.

Budget Statement

Human Resources functions are stable and the budget for FY23 is a level-services budget.

PROGRAM COSTS

	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Human Resources				
Personnel Services	306,678	315,391	331,526	326,328
Expenses	69,705	50,667	56,450	56,450
Total	376,383	366,058	387,976	382,778

STAFFING

	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Human Resources				
Managerial	1	1	1	1
Clerical	2.5	2.8	2.8	2.8
Professional/Technical	0	0	0	0
Total	3.5	3.8	3.8	3.8

FY2023 Objectives

- Recruit and retain the very best employees to work in Arlington.
- Administer the GIC health insurance plans and ensure our employees and retirees feel supported in understanding their benefits, including understanding of the Health Reimbursement Account Program.
- Continue to support departments and employees through the COVID-19 pandemic and long term impacts. Maintain high quality services, work through accommodation issues and keep employees safe.
- Continue to partner with and support the Arlington Public Schools Human Resources Department to improve communications, operations, and ensure even application of employment policies.
- Monitor and implement changes to a myriad of employment laws including: Covid-19 vaccinations and testing, the Massachusetts Equal Pay Law, FMLA, the Affordable Care Act, ADA Reasonable Accommodations, Discrimination and Harassment prevention; improve communication with employees and protect the Town from employment liability issues.
- Maintain good relations and continue to encourage productive communications with labor unions.
- Implement the fourth year of training staff on racial equity.



Major Accomplishments 2021

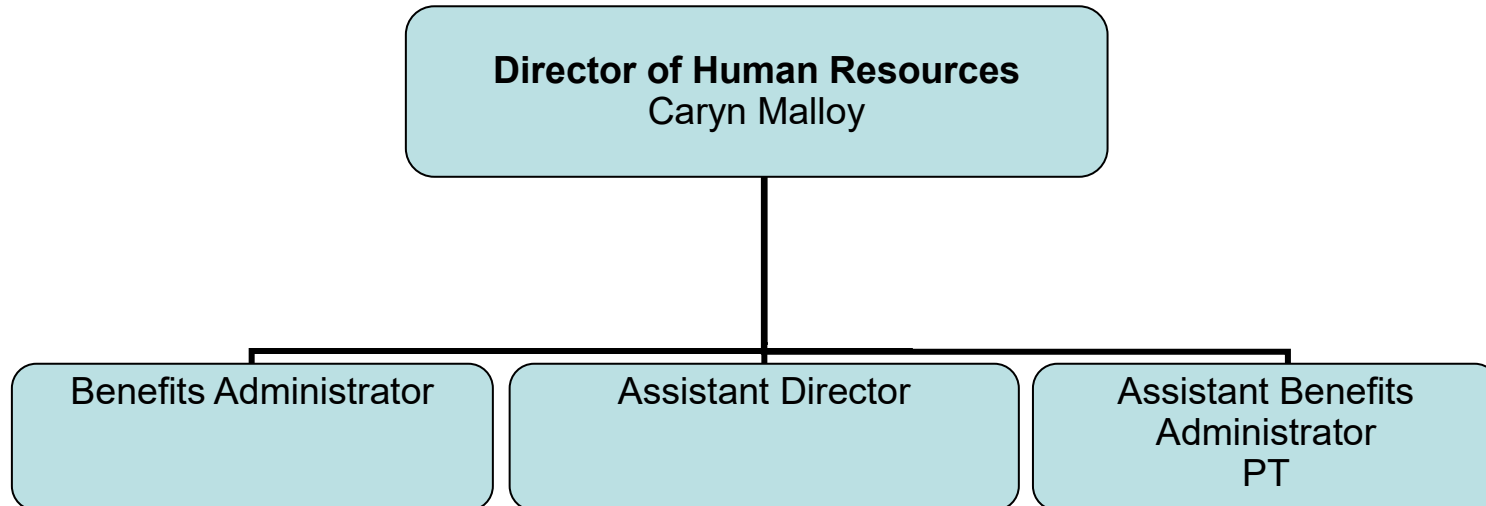
- The Director drafted and implemented a mandatory COVID Testing / Vaccine Opt-Out policy in late summer of 2021; the policy requires that employees be tested for COVID on a weekly basis unless they show proof of full vaccination. The Director partnered with a local urgent care on testing and the program was implemented in mid-October. As of mid-November 2021 the employee vaccination rate is 92%.
- The Town returned to full in-person operations in mid-June of 2021. During the height of the Coronavirus pandemic 1/3 of the Town's workforce was working remotely. Throughout the year the HR Director, in close partnership with the Health Department, advised all departments on operational issues, focusing on employee safety and maintaining quality services. The Director developed and implemented the town's first remote work policy which was implemented in the summer of 2021.
- The Commonwealth of Massachusetts introduced an emergency paid sick leave program for employees absent due to COVID-19 in May of 2021. Originally set to expire in September 2021, the program was extended to April of 2022. As she did for the Federal Emergency COVID Leave program, the Director serves as the point of contact for employees on the emergency paid State leave and will lead the Town's effort to receive state reimbursement for the costs associated with the entitlement program.
- The Director facilitated recruitments for Chief Information Officer and Director of Inspectional Services. The department worked in cooperation with School Officials in the selecting process and used tailored assessment tools based around tasks specific to each position.
- The department continues its practice of redacting job applicants' contact and other information; it is a time-consuming process but well worth the benefit of lessening the impact of unconscious bias in the hiring process.
- The department has successfully made a full transition to digital benefits enrollment, applications, onboarding and personnel actions. The Assistant Director has trained all departments in paperless personnel actions and requisitions.
- Like many employers, the Town and Schools were inundated with fraudulent unemployment claims in the spring of 2020 and into 2021. The Assistant Director worked in cooperation with the School Human

Major Accomplishments (cont.)

- Resources team to protect the Town from liability and provide consistent and clear instruction to employees on how to protect themselves from identity theft. The departments responded to over 350 unemployment claims, the majority of which were fraudulent. As calendar 2021 closes out it appears that the issue of fraudulent claims has stabilized.
- The Assistant Director partnered with the HR Coordinator of the Arlington Public Schools to file the Affordable Care Act submission. It is a complex process that, done incorrectly, would subject the town to significant fines.
- In partnership with the Town's Director of Diversity, Equity, and Inclusion, the HR Director coordinated two additional trainings facilitated by the National League of Cities Race Equity and Leadership (REAL); 75 employees from across town departments participated in the training.
- The Assistant Director provided extensive and detailed data on health insurance and other benefits used in preparation of the Town's Other Post Employment Benefits (OPEB) liability projection.
- Completed the benchmark salary study for 100 town and school positions in preparation for collective bargaining of contracts. This is the 3rd comprehensive study initiated; the others were completed for Fiscal Years 2014 and 2017.
- Worked closely with Department Heads to facilitate a number of labor relations issues, accommodation issues, disciplinary matters, and workplace investigations.

Performance / Workload Indicators

	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Estimated
Human Resources				
Health Insurance Contracts Managed	1,930	1,981	1,986	1,990
Opt Outs	69	70	68	75
Life Insurance Contracts Managed	980	962	1,000	1,015
Life Insurance Claims Processed	20	26	25	30
Vacancy Postings	60	44	49	50
New Hires	58	45*	40	50
Promotions	10	14	25	25
Retirements	18	18	29	30
Resignations/Separations	25	26	38	40





Program Description

The Comptroller's Office is responsible for the Town's books of accounts and financial records, verifying appropriations for all purchase orders, processing invoices for payment, approval of all payrolls and other warrants, balancing monthly appropriation reports and other financial reporting as governed by Federal and State government agencies. The Comptroller's office maintains all records of grants, gifts and other special revenue funds as well as records of the Town's debt as authorized by the Town Meeting. The Comptroller serves as an ex-officio member of the Arlington Retirement Board.

The Comptroller is responsible for the coordination of the annual independent audit of the Town, and for providing quarterly revenue and expenditure reports to the Select Board, Town Manager, Town Treasurer and Chair of the Finance Committee. Whenever applicable, the Comptroller shall make recommendations regarding the Town's financial condition.

The Comptroller's office continues to perform all duties in a timely and professional manner. The Comptroller's mission is to present a complete and accurate statement of the Town's financial condition.

Budget Statement

The Comptroller's office has a level-services budget.

PROGRAM COSTS

Comptroller	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Personnel Services	338,959	338,015	353,385	339,896
Expenses	33,654	5,594	27,600	27,600
Total	372,613	343,609	380,985	367,496

STAFFING

Comptroller	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Managerial	1	1	1	1
Clerical	2	2	2	2
Professional/Technical	1	1	1	1
Total	4	4	4	4

FY2023 Objectives

- Continue to work with IT and Treasurer's Office on the Utility Billing module for Water and Sewer and synergize the operations between the Treasurer's and Comptroller's Office. Implement the water/sewer conversion, test the transactions, and reconcile all the accounts to ensure a smooth transition to the new system.
- Test and implement the new chart of accounts according to Uniform Massachusetts Accounting System (UMAS) guidelines. The current chart of accounts is 20 years old and requires a lot of manual entries. The new structure will provide increased automation and improved reporting at all levels – year to date reports, departmental reports, independent audit, tax recap, schedule A, end of the year report for school, eliminate most manual entries, stricter budgetary controls.
- Continue to monitor COVID-19-related expenditures to ensure that we maximize federal and state COVID-19 grants and avoid putting the burden on the general fund. Reconcile and close out Coronavirus Aid Relief and Economic Security (CARES) Act and Federal Emergency Management Agency (FEMA) grants.
- Monitor and report on the American Rescue Plan Act (ARPA) fund to ensure all the charges are in compliance with the federal regulations. Implement strict budgetary controls and mirror ARPA spending categories by creating individual Munis projects.
- Extend the utilization of Tyler Content Manager scanning technology to School and Library departments and assist the clerks with the attachment of invoices to the A/P batches. These departments have a large amount of invoices and require advanced scanners.

**Objectives (cont.)**

- Revamp user profiles and approval trees in Munis based on the new chart of accounts
- Perform departmental audits as necessary to identify, assess, and evaluate internal controls of Town departments.
- Assist all departments with documentation of Fraud Risk Assessment and perform yearly reviews of said policies to ensure accuracy and applicability
- Coordinate with IT on the transition of Munis to the cloud environment and test the integrity of the database.

Major Accomplishments for 2021

- Received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) for the Town of Arlington's Annual Comprehensive Financial Report (ACFR) for the Fiscal Year Ending June 30, 2020. Prepared the ACFR to show that the Town and the Comptroller's office will, for the 6th year, go beyond the minimum requirements of Generally Accepted Accounting Principles (GAAP) to prepare comprehensive annual financial statements and reports that evidence the spirit of transparency and full disclosure.
- Closed the books on FY2020 and completed the Town's independent audit in accordance with GAAP. The detailed and organized accounting records led to clean audits with no findings and no material weakness.
- Worked closely with departments receiving state, federal, and private funding to ensure timely grant reimbursements and avoid deficits. Coordinated with neighboring municipalities to ensure the timely collection of outstanding receivables to prevent free cash penalties.
- Reclassified all COVID-19-eligible expenses to the state and federal grants to minimize the impact of these charges on the general, school, and capital funds.
- Reviewed all the outstanding encumbrances and liquidated old purchase orders, which helped maintain a healthy, unrestricted and unreserved fund balance.

Major Accomplishments (cont.)

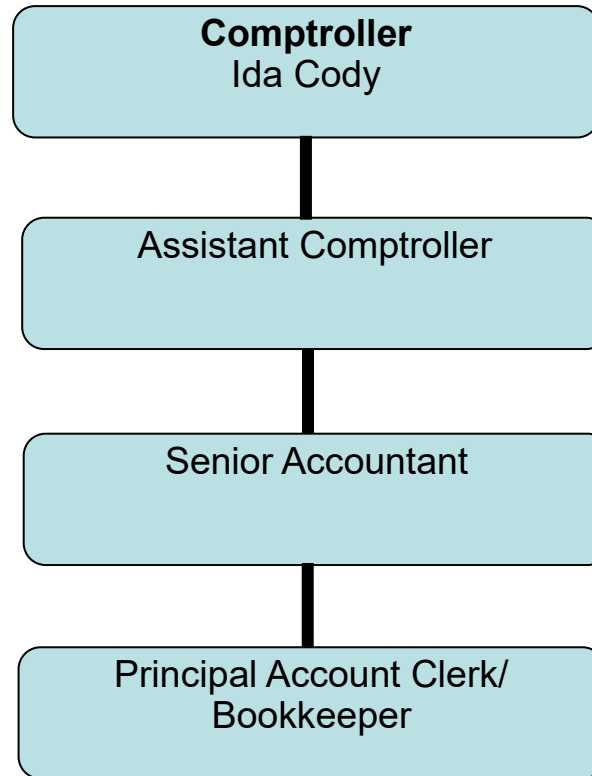
- Certified \$11,078,429 free cash – strict spending controls and restricted purchase commitments contributed to the positive operating results.
- Reconciled COVID-19 grants (CARES, FEMA) and provided comprehensive reports to the independent auditors to ensure compliance with OMB Circular A-133 (Schedule of Expenditures of Federal Awards – SEFA).
- Created a new federal fund for ARPA funding and implemented strict budgetary controls to facilitate the accurate reporting and audit of receipts and disbursements.
- Extended the utilization of EFT (Electronic Funds Transfer) process to all AYCC clinicians and Veterans. The process is in line with the Town's efforts to increase digital operations and efficiencies. The elimination of paper checks reduces the delays in the ability to access the funds due to various factors: lost checks, late mail delivery due to inclement weather, national holidays, change of address, and COVID-19 restrictions.
- Maintained the Internal Controls for Federal and State Grants to ensure compliance with the new federal reporting requirements. Internal controls are designed to provide reasonable assurance that the following objectives are achieved: 1) Effectiveness and efficiency of operations; 2) Adequate safeguarding of property; 3) Assurance that property and money is spent in accordance with grant program, and 4) Compliance with applicable laws and regulations.
- Continued to centralize all data in digital folders for easy remote access: replaced the physical drawers with digital folders and saved all the contracts, warrants, audits, financial statements, budget reports, and DOR reports in the shared drive.
- Continued to use DocuSign for warrants and contracts. After the COVID-19 state of emergency was lifted, the Division of Local Services (DLS) legal department approved the continued and permanent use of electronic signatures, increasing efficiency and timeliness.

**Major Accomplishments (cont.)**

- Increased use of TCM (Tyler Content Manager) on accounts payable for audit transparency. Except for the School and Library, all departments are currently submitting their batches, invoices, and signed expense reports digitally. The independent auditors can now retrieve the supporting documentation directly from Munis as opposed to paper backup uploaded to Powers and Sullivan (P&S) client portal.
- Successfully converted Munis to 2019 Version. Tested the integrity of the database and processed all the necessary corrections, leading to a smooth year end closing.
- Created the new chart of accounts for general and enterprise funds and uploaded to Munis Train.
- Created a draft of the school chart of accounts and continue to work with the school department to review and prepare the database for testing.

Performance / Workload Indicators

Comptroller	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Estimate
General Fund - Free Cash Certified	11,802,775	11,318,368	11,078,429	9,000,000
Water/Sewer Enterprise Fund- Retained	6,220,101	5,799,829	7,748,848	5,000,000
Youth Services Enterprise Fund- Retained	53,212	64,843	68,724	40,000
COA Transportation Enterprise Fund-	61,707	92,657	79,028	50,000
Rink- Retained Earnings certified	14,728	41,021	102,392	45,000
Recreation- Retained Earnings certified	765,855	371,447	733,459	400,000
Total Invoices processed	31,939	26,604	26,871	32,000
# of check invoices	32,439	31,736	25,725	31,300
# of wire invoices	206	203	182	200
# of EFT invoices	-	-	964	500
# of new funds set up (grants and special	30	46	59	50
Digital support for invoices (TCM)	-	-	71.8%	100%





Program Description

The Office of Treasurer & Collector of Taxes is responsible for the management, collection, and custodianship of all funds and receipts belonging to the Town of Arlington. Under state law the Office of the Treasurer and Collector of Taxes is responsible for all Treasury, Collector, and Payroll operations. In addition, Town bylaws have assigned postal operations to the Treasurer's office. The Payroll Division, through a Memorandum of Agreement established in 2002, reports to the Superintendent of Schools. The Treasurer also serves as Parking Clerk.

The Town Treasurer and Collector of Taxes is responsible for directing, managing, collecting and fulfilling all billing of Real Estate Tax, Motor Vehicle Excise Tax, Personal Property Tax, Water & Sewer utility billing, parking violations, and the complete collection and processing for these billings; receiving all monies from Town and School departments, securing and depositing Town monies, and in accordance with Massachusetts General Laws, for managing, planning, and directing the Town's financial policies relating to cash management, investment management, and debt management. The Treasurer performs her fiduciary responsibility by developing investment and borrowing strategies based on financial best practices, consulting with financial advisors and investment institutions, and participating in government finance officer's seminars and conferences.

STAFFING

	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Treasurer				
Managerial	1	1	1	1
Clerical	8	8	8	8
Professional/Technical	1	1	1	1
Total	10	10	10	10

FY2023 Objectives

- Cross train staff on processing Water/Sewer transactions in the updated financial software system for utility billing, following the full implementation in FY2022.
- Issue bids for printing tax and water/sewer bills to ensure we are receiving best rates possible.
- Upgrade and improve functionality of our online bill-pay system by issuing a bid for services.
- Continue to address unpaid tax title balances on properties that have liens for unpaid taxes.

Budget Statement

This budget is a level-services budget.

PROGRAM COSTS

	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Treasurer				
Personnel Services	590,944	663,891	675,289	653,219
Expenses	80,480	83,710	166,663	166,663
Total	671,424	747,601	841,952	819,882

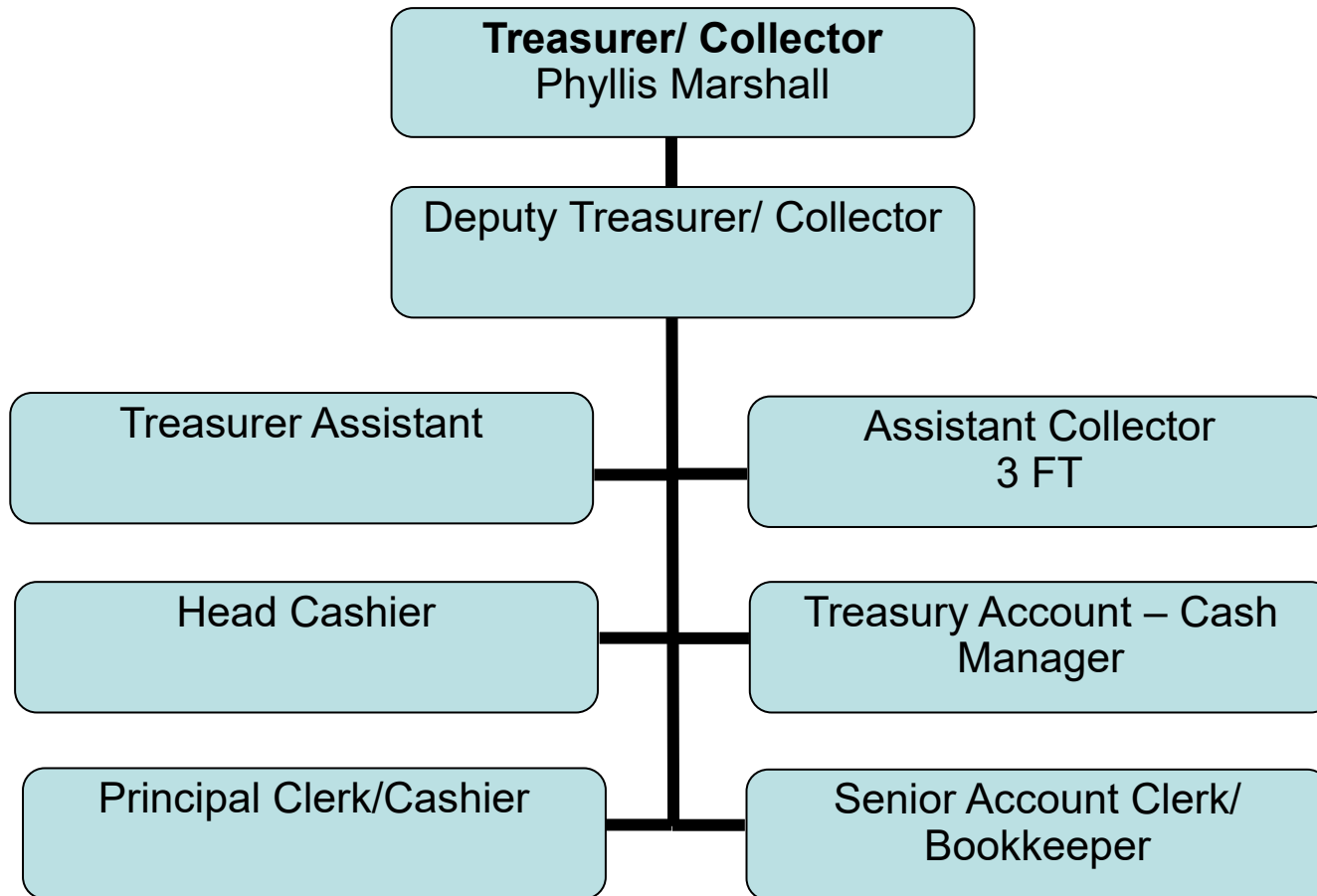


Major Accomplishments for 2021

- Worked with IT and DPW (Water) to continue the conversion process from existing in-house collection software for Utility Billing to financial software used for collection of taxes and other revenue/receipts.
- Continue to improve cross-training for maintaining workload during peak periods when quarterly taxes and utility bills are due as well as during excise tax collections.
- Affirmed a top rating of Triple-A (AAA) from Standard & Poor's rating agency.
- Town Audit found Treasurer's operation in full compliance.
- Trust Fund Financial Advisor Services RFP was issued and beginning in the new calendar year trust funds were invested. The performance for the period of February through June of 2021 was 7.13% in return.
- Borrowed \$77,845,000 in General Obligation Bonds consisting of the second portion of the authorized debt for Arlington High School Project in the amount \$51,606,000, DPW/Municipal Facility in the amount of \$21,500,000 in addition to other equipment and projects appropriated by Annual Town Meeting.
- Borrowed \$1,200,000 in an interest-free ten-year Bond with MWRA for Local Water System Assistance Program.
- Administered the Arlington Citizens Scholarship Foundation, which provides financial assistance to Arlington residents attending higher education. 81 scholarships totaling \$79,750 were awarded in June 2021.

Performance / Workload Indicators

	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Estimated
Treasurer & Collector				
Real Estate Bills Processed	61,231	61,566	61,914	61,950
Motor Excise Bills Processed	36,854	35,738	32,891	35,700
Water Sewer Bills Processed	50,340	50,352	50,386	50,480
Delinquent Notices - Combined	17,733	12,895	11,351	12,900
Total Bills Issued:	168,850	160,551	156,542	161,030
Liens from Water / Sewer delinquency (less than 1.75% of total commitment)	\$ 171,905	\$210,297	\$ 175,115	\$ 200,000
Municipal Lien Certificates processed	1,043	1,449	1,983	1,800
Municipal Lien Certificate revenue	\$ 52,150	\$ 72,460	\$ 99,150	\$ 90,000
Deputy Tax Collection revenue	\$ 56,852	\$ 40,739	\$ 31,174	\$ 40,500
Total Various Liens / Collections:	\$ 280,907	\$323,496	\$ 305,439	\$ 330,500





Program Description

The Postal Operation is a division of the Office of the Treasurer and Collector of Taxes. The postal operation is responsible for the collection and mailing of all Town and School mail at the lowest possible postage rates. The following details the responsibilities of postal operations:

- Manage daily operations of Town and School outgoing mail.
- Schedule, distribute, process, and mail all Motor Vehicle Excise, Real Estate, and Water bills, and Parking Notices for unpaid tickets.
- Process special mailings for other departments.
- Schedule and process bulk mailings.
- Operate and maintain major mailing equipment: processing machines, folding machine, and postage machine.
- Interpret and comply with postal regulations.
- Provide consultation and advice on mail design and costs to departments.
- All mailing is evaluated to determine lowest rate available for posting in-house and by printer.

Budget Statement

This is a level services budget.

PROGRAM COSTS

Postage	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Personnel Services	33,027	33,935	33,847	36,473
Expenses	140,871	172,745	190,883	188,257
Total	173,898	206,680	224,730	224,730

STAFFING

Postage	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Managerial	0	0	0	0
Clerical	0.66	0.66	0.66	0.66
Professional/Technical	0	0	0	0
Total	0.66	0.66	0.66	0.66

FY2023 Objectives

- Continue to encourage paperless billing for payments to increase customer satisfaction and reduce postage expenses.
- Work with departments and Town Manager to reduce number of Town and School mailings and where possible work to size mailing to assure that postage is most cost effective.
- Parking Notices are expected to return to previous volume following successful implementation to Parking Ticket software.

Major Accomplishments for 2021

- Implemented paperless billing for all quarterly Real Estate bills to increase customer satisfaction and reduce postage expenses. 770 accounts have registered for electronic real estate bills at this time.
- Processed and mailed 263,736 total pieces of Town and School mail.
- Mail processed at the lowest possible postage rate by Town mailroom and Tax and Utility billing done at lowest possible 1st Class Bulk Mail Rate, \$.42.6 cents per piece for 5-digit zip code pre-sort for mail printed by third party printer.
- Reduced delinquent notices being sent by increased collection efforts and liens for water and sewer unpaid amounts.

Performance / Workload Indicators

Postage	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Estimated
Bills Mailed: Real Estate, Water/Sewer, Motor Vehicle Excise and Parking	131,280	147,656	156,542	161,030
Other Town Mailings	71,459	82,837	77,786	80,000
Other School Mailings	33,400	29,463	29,408	35,000
Total	236,139	259,956	263,736	276,030



Treasurer
Phyllis Marshall

Deputy Treasurer

Output Media Handler



Program Description

The Assessor's Office values all real estate (residential, commercial, and industrial) and personal property in the Town of Arlington for the purpose of ad valorem taxation. This process involves discovering, listing, and valuing over 14,000 residential properties, which includes single-family homes, multi-family homes, condominiums, and apartment buildings. There are over 400 commercial and industrial properties and over 350 personal property accounts, which must be reviewed on an annual basis. The office also receives over 35,000 motor vehicles excise records from the Registry of Motor Vehicles, which must be processed and committed to the Tax Collector.

In addition, the functions of the Assessing Office include updating tax map information in regard to property sales and subdivisions; tracking the yearly additions in value triggered by the building permit process and computation of "new growth;" monitoring and recording all changes in property ownership through information received from the Registry of Deeds; inspecting in a timely manner all properties sold in Arlington; receiving and processing with the Board of Assessors all real estate and personal property abatement applications and exemptions within statutory timelines; conducting taxpayer scheduled abatement hearings; representing the Town of Arlington at the Appellate Tax Board; assisting realtors, appraisers and taxpayers seeking information on Arlington's 15,000+ Real and Personal property accounts; and supplying the Select Board with all the information required for setting the tax rate at the annual classification hearing. This office also provides quality service to all customers in the performance of its described duties.

Budget Statement

The Board of Assessor's FY2023 budget is a level services budget.

PROGRAM COSTS

Assessors	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Personnel Services	298,279	306,782	313,601	291,393
Expenses	23,158	26,725	33,248	32,248
Total	321,437	333,506	346,849	323,641

STAFFING

Assessors	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Managerial	1	1	1	1
Clerical	3	3	3	3
Professional/Technical	0	0	0	0
Total	4	4	4	4

FY2023 Objectives

- Seek new strategies to direct residents to online services.
- Determine and strategize the collection of data and inspections to comply with all necessary safety measures with respect to COVID-19.
- Maintain fair, equitable, and consistent assessing practices for all properties.
- Ensure the accuracy of all assessments for real and personal property accounts.
- Provide public access to property records and information that will be helpful to taxpayers.
- Continue to improve all functions of the Assessor's Office to serve the taxpayers more efficiently.

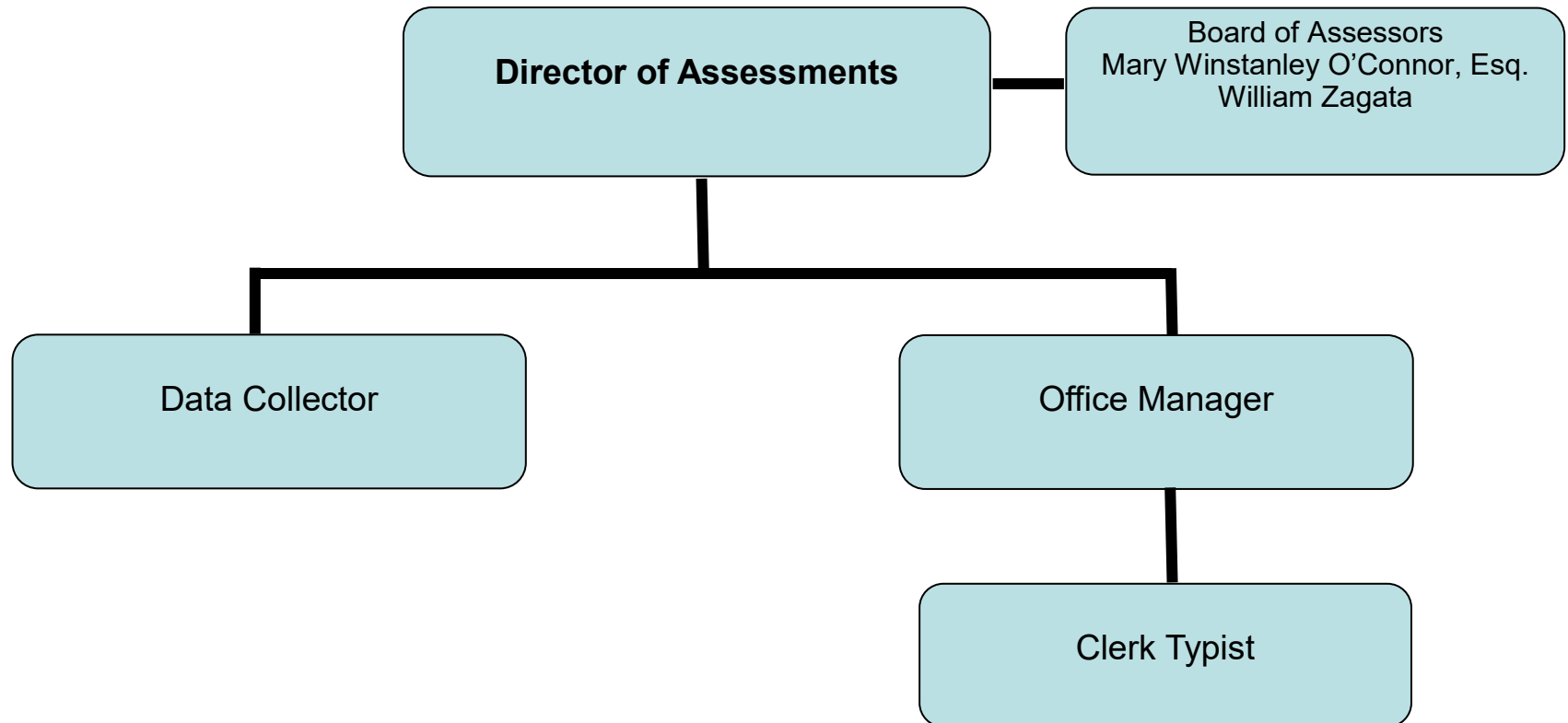


Major Accomplishments for 2021

- Added new construction parcels to the preliminary tax bills where there was a significant increase in valuation and taxes for FY22.
- Had the lowest number of real estate abatements filed in five years.
- Put the High School override on the preliminary tax bills to more evenly spread out the impact of this project over all four bills during the tax year.
- Experimented with new technology, a laser measure, to measure properties.
- Continued success at the Appellate Tax Board in defending the Town's real estate values, including two appeals in the formal procedure where the Appellate Tax Board publishes their decision.
- Timely commitment of all real estate, personal property, and motor vehicle excise tax bills to the Tax Collector.
- Successfully defended three of three abatement appeals at the Appellate Tax Board, including two Formal appeals where the Appellate Tax Board publishes their decision.
- Continued to work interdepartmentally in a cost effective and efficient manner.
- Timely processing of all exemptions and abatements.

Performance / Workload Indicators

Assessor	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Estimated
Real Estate bills processed	15,043	15,140	15,132	15,175
Motor Vehicle bills processed	35,063	35,335	32,177	35,000
Personal Property bills processed				
	330	389	359	340
Real Estate and Personal Property abatements filed	300	168	44	75
Real Estate and Personal Property abatements granted	209	107	25	30
Motor Vehicle Excise abatements	1,365	1,371	1,014	1,300





Program Description

The integrated Town and School Information Technology Department was created by the 2007 Town Meeting. The changes in the Town bylaw provided that the functions of the Department fell into three broad categories:

1. Town and School desktop and server hardware, networking, telecommunications, and software infrastructure support;
2. Town and School administrative applications, implementation, training, and support; and
3. School Academic applications implementation, training, and support.

The Information Technology (IT) Department is responsible for supporting, implementing, and upgrading over 1,000 personal computers, 150 Cellular PDA's, over 200 printers, 5,500 Tablets and 25 resident and hosted servers, across Town and School Departments. Also under the purview of the IT Department is the Town and School network infrastructure, including ACMi video network and the management of over 125 network switches, 25 VOIP Telephone switches, 750 Phones, and 600 wireless access points. IT also manages Munis, GIS Systems, PowerSchool (student information system), Teacher and student evaluation systems, Special Education system, Electronic Security and Video systems, Energy Management systems, ESRI, PeopleGIS, Open Checkbook, Integrated Collection System, Automated Meter Reading System, Police and Fire Applications (FireHouse, QED, Digital Headquarters, and COPLINK), and numerous Town and School websites.

Budget Statement

The operating budget increased to pay for the Town's permit software and increases to the yearly Munis maintenance contract.

PROGRAM COSTS

Information Technology	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Personnel Services	744,162	736,142	698,926	701,019
Expenses	390,018	426,700	624,213	639,213
Total	1,134,180	1,162,843	1,323,139	1,340,232

STAFFING

Information Technology	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Managerial	1	1	1	1
Clerical	1	1	1	1
Professional/Technical	5	5	5	5
Total	7	7	7	7

FY2023 Objectives

- Roll out Online Applications and Permitting based on FY22 pilot
- Multi Factor authentication across enterprise systems
- Full roll out of O365 Collaboration suite
- Implement General Billing and Employee Self Service options on MUNIS platform
- Upgrade network bandwidth for audio and video streaming
- Evolve technology support channels across teams by adopting shared platform and metrics



Major Accomplishments 2021

- Upgraded MUNIS from Version 11.3 to Version 2019.1, the third and most complex upgrade since 2016. Tyler Content Manager (document storage solution), Tyler Hub (dashboard), and Employee Self Service (employee portal) were upgraded at the same time.
- Tyler Cashiering, a stand-alone payment processor that provides real time updates to MUNIS, was upgraded in early 2021.
- Since 2016, the Town has had a 60% increase in the number of MUNIS users. The increase in users continues to generate the most support tickets for the Town IT staff.
- COVID-19 affected the delivery of all Town and School Services to the public. The COVID-19 related state mandated school closure forced the district to implement remote learning in March 2020. The department successfully distributed 4,000 devices to students.
- The IT Department implemented a cloud-based firewall/content filtering solution to mitigate risks of students' online, remote learning environment:
 - to proactively and automatically provision and maintain every device
 - to deploy software remotely and adjust device settings and configurations
 - to offer remote support tools that enabled IT staff to seamlessly connect to an end user device
 - to provide support in a proactive manner by automatically detect flaws while repairing, and installing missing or corrupted applications or updates
 - to provide remote troubleshooting, technical assistance, and deploy software all in a zero-touch environment.
- Purchased, provisioned, and made appointments to distribute 600 Teacher MacBook Airs. Teaching and Learning Models changed back in March with the influx of the COVID-19 pandemic. Students and staff were required to work from home. All teachers needed to have devices that would perform remotely at a high rate of efficiency and power.
- Support of Multiple Devices from home required the purchase of 600 Port Replicators. Home teaching required the use of multiple monitors and other devices normally available in the classroom. We needed the ability to connect these devices from a home office/classroom.
- Teaching models shift during pandemic led to classrooms being outfitted with new AV equipment.

Major Accomplishments (cont.)

- The Brackett and Peirce Elementary School classrooms and multipurpose rooms had ceiling mounted projectors and light-speed sound systems installed to bring their projection and sound systems on par with other elementary schools across the District.
- Purchased, provisioned, and distributed 1,000 iPads for students in Grades Pre K-3. Our iPad inventory had not been refreshed totally over the last 4 years. We were also outfitting the Menotomy Pre School with devices in case they all went remote. We distributed 975 iPads to be used in class and at home. The safety purpose was to eliminate the shared cart model in the classrooms.
- Purchased, provisioned, and distributed 1,200 Chromebooks to support remote learning. We replaced and upgraded a number of aging Chromebooks whose CPU's and memory would not support the variety of remote learning tools that were needed to deliver classes and content to remote and hybrid teaching models.
- Migration of Inspectional Services application, database, and webpage
- Conducted an incremental and continual data transfer from 16+ year old Inspectional Services database system to newer database on a new server. Work continues to migrate the web application working on the new server to better enable residents, contractors, and staff seamless access to permitting data.
- IT staff upgraded all Town computers (300+) from Windows 7 to Windows 10, which provides improved tool and security. IT educated and empowered users to assist with the upgrade, which will allow people to move to Office 365.
- Conducted an audit and created an inventory of all Chromebooks in Ottoson School. The results justified the replacement of most devices older than 3 years with refurbished devices returned from the elementary schools after their upgrade over the summer. In total, we replaced 11 carts of Chromebooks, totaling over 600 devices having their condition verified, as well as being physically moved.
- Migration of automated water meter reading system. In collaboration with DPW, IT continued with the migration of automated meter reading (AMR) migrating from the Itron AMR system to a Sensus AMR system. This work involves extracting data out of Arlington's ICS, reconfiguring that data, and adding new data to match the AMR System
- Munis Utility Billing. Water and sewer is the remaining billing system using the Town's custom built ICS system and is slated for conversion



Major Accomplishments (cont.)

- to MUNIS in 2021. IT is leading the team, which includes Public Works, Treasurer, Comptroller, and consultants. The team is focusing on building the foundation for the new system, including table set up and file layouts for communication between databases.
- VOIP migration complete. Completed migration of every Town and School Buildings to the new VOIP telephone system.
- Town computer operating system upgrades to support Office 365 Roll Out. IT is in the process of updating and upgrading the domain controller server and the backup domain controller in preparation for the upcoming Microsoft Office 365 town-wide implementation.
- Development to support to migration to Sensus water meter platform. IT developed tools to extract ICS data for use in Sensus Analytics, and to read raw Sensus Analytics data and import into ICS's quarterly meter read snapshot.
- Town building construction support. IT is providing support and technical consultation to project teams and other consultants for construction projects at Parmenter School, Arlington High School, Community Center, and DPW.
- Cost saving transition solar panel displays. IT upgraded and replaced AHS, Thompson, Dallin, Peirce, and Stratton schools' solar panel display computers from Windows 7 devices to Chromebit devices with Chrome Operating System. This resulted in several cost savings and security improvements that will benefit the Schools and Facilities Departments.
- Development and launch of smoke and carbon dioxide scheduling tool. IT built a smoke and CO2 inspection scheduler and an internal management system for the Fire Department. This tool replaces the previous phone call and paper system, empowers customers, provides transparency, provides 24/7 access to scheduling, and automates staff workflows.
- Public Records Requests. There has been a sharp increase public records requests on both the Town and School Departments. More resources have been dedicated to this activity.
- Inspectional Services' system upgrades. The department's document scanning application was tested, and enhancements made to improve reliability and efficiency. IT Staff also completed a rebuild of inspections application to improve the web display to be more compatible with various web browsers.

Major Accomplishments (cont.)

- PowerSchool SIS and GIS interface. IT has re-designed and improved the system to be able to map the assignment of students in buffer zones.
- Installed and Provisioned IT Infrastructure and Student Devices for the Parmenter School. Provisioned and Installed all IT and RCN Fiber Services to support classrooms and administrative areas under budget and on-time for the opening of School at the Menotomy Pre-School.
- Expanded the Capability of Town's Virtual Private Network to Support Work From Home Program. The COVID-19 pandemic caused the Town and Schools to implement an "Essential Personnel Only On-Site" policy and the rest of the Town and School workforce worked remotely to continue delivering uninterrupted services to the residents of Arlington.
- Purchased and Provisioned Laptops and Tablets to Support Town Employees Working Remotely. We configured and re-provisioned 100 laptops and tablets for Town employees who were now required to work remotely as most Town offices were closed during the pandemic.
- Managed early Zoom Video Conferences and wrote "Best Practices Document" for Zoom users. The increased use of video conferencing tools drove the need for the early centralized management of video conferencing tools such as, Zoom, Google Meets, and WebEx drove the need for user training and best practices documentation to be written and distributed to new users of the tools.
- Created and Managed Technical Support Teams to assist with the production of the first "Virtual Town Meeting".
- Install IT Infrastructure as part of Central School Renovation
 - Fall 2021: 2nd floor network, connectivity, telephony and audio/visual has been completed. Also completed move the office equipment for staff and relocation of Health and Human Services, Council on Aging and Retirement. First floor data room setup, connectivity, telephony and audio/visual in progress
- Install IT Infrastructure as part of DPW New Construction and Renovation Projects (Ongoing Multi Year)
 - Fall 2021: waiting on DPW to complete design for new construction, will consult on equipment and infrastructure
- Replace existing Email system with Hosted version of Office 365
 - Fall 2021: Completed licensing for 500 users and accounts have



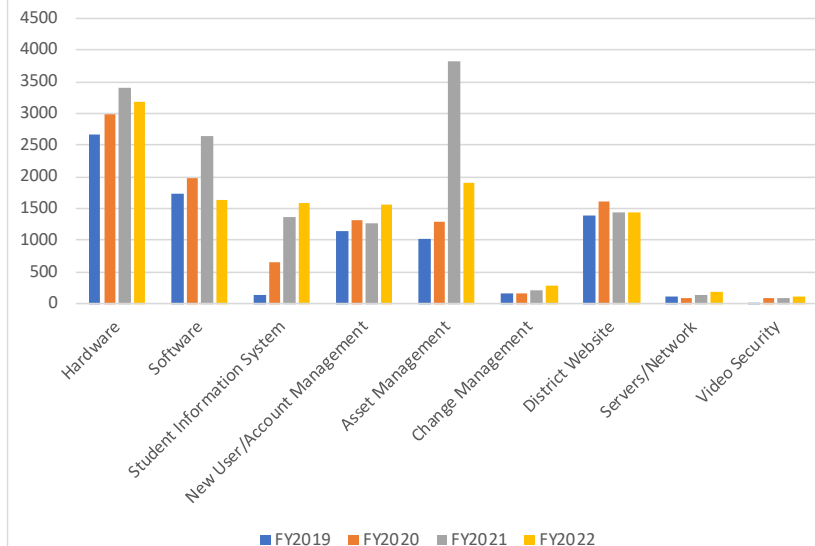
Major Accomplishments (cont.)

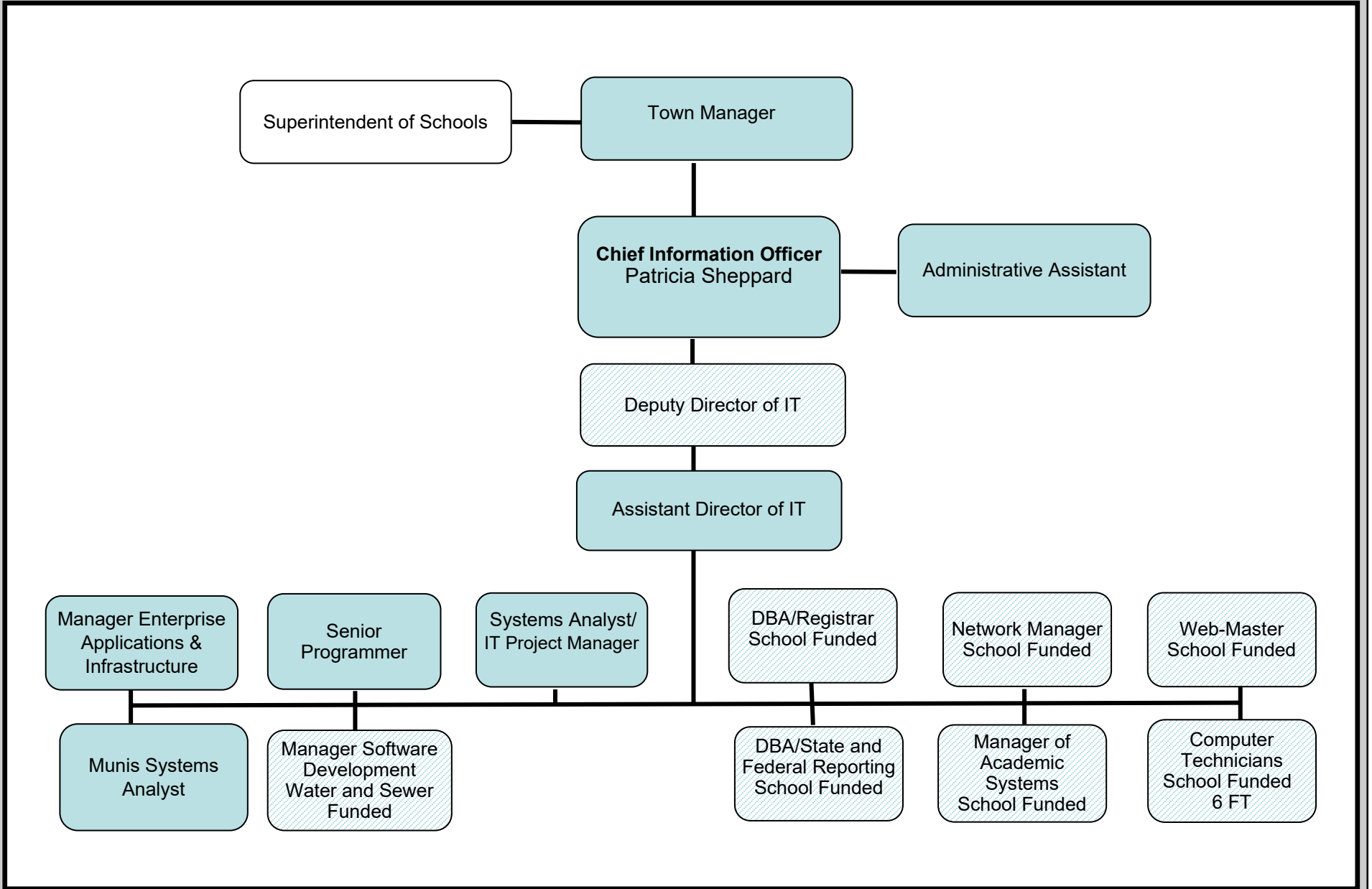
- been created, currently testing in pilot and gathering feedback for late spring roll out
- Relocate IT Data Center and Staff relocation to the renovated DPW facility
 - Fall 2021: design complete, equipment has been purchased and received, with December completion of site location. Information Technology to start build out in January
- Participate in IT Infrastructure design of new High School and DPW Buildings
 - Fall 2021: ongoing consultation on network infrastructure, classroom technology and school building systems (security and access, etc)
- Implement Munis Utility Billing over a two-year period
 - Munis Utility Billing will replace the Town's existing water and sewer collection. The implementation of Utility Billing, slated for March 2022, is the final billing migration from the Town's custom built collection system. IT is leading the team, which includes Public Works, Treasurer, Comptroller, and consultants. Fall 2021: Currently working on reconciling data in legacy system with new structure in Munis. Next steps include communication planning, testing new forms and attachments.
- Migration of Munis from onsite to the cloud
 - The foundation for Munis SaaS Migration began in 2021 with an expected completion date of May 2022. The Town of Arlington has opted for a cloud-based server (SaaS) instead of physical, on site server. This will help with seamless updates to the software and provide additional security as well as improve the user experience. Software-as-a-Service (SaaS) is purely a web-based subscription service model that is unique and powerful in its ability to meet a variety of our needs. The overall lowered cost of ownership sets the SaaS solution widely apart from traditional client managed operations
- Upgrade Wireless Infrastructure across district to WiFi 6
 - Fall 2021: Menotomy, Thompson, Dallin and Pierce complete
- School internet bandwidth increased from 6gb to 10gb
- AHS: designed and implemented online data, VoIP, analog for new school building
- Hybrid Meeting Infrastructure Improvements

Performance Workload Indicators

Ticket Categories	FY2019	FY2020	FY2021	FY2022
Hardware	2661	2977	3405	3190
Software	1745	1971	2639	1623
Student Information System	141	649	1369	1590
New User/Account Management	1155	1319	1262	1554
Asset Management	1015	1298	3818	1916
Change Management	150	165	220	286
District Website	1401	1607	1446	1450
Servers/Network	104	98	130	180
Video Security	4	82	75	107
Totals	8376	10166	14364	11896

Information Technology Work Volume







Program Description

The Legal Department commences, prosecutes, and defends all legal actions and other matters on behalf of the Town in all state and federal courts and administrative agencies. The Department functions as a full-service law office handling nearly all of the Town's litigation in-house. In addition to its litigation function, the Department furnishes legal opinions and advice on a daily basis on matters referred to it by the Select Board, the Town Manager, the School Department, and the various Town Department Heads. Additionally, the Department provides legal advice to all Town officials, boards, committees, and employees concerning their legal responsibilities and prerogatives, attends meetings, and counsels Town departments on legal issues related to operational and project-related matters, as they arise. The Department investigates all claims, advises and monitors Town regulatory compliance, and coordinates all legal affairs of local government. The Department also administers, manages and litigates the entire Town's workers' compensation, police and fire line-of-duty, and municipal liability self-insurance programs.

The Department drafts, reviews, and approves a wide range of legal instruments including agreements, applications, contracts, licenses, releases, leases, easements, deeds, and a multitude of other documents required for the orderly accomplishment of the Town's complex municipal legal issues. The Department also advocates for the Town's interests at the appropriate direction of Town officials before state and federal bodies.

The Department will continue to handle as many legal matters in-house as is professionally responsible in an attempt to contain outside counsel costs. The various Town departments have, and will continue to be, counseled in claims avoidance practices and procedures. The Department has updated its claim management system in order to more efficiently and effectively process liability and workers' compensation claims, which has helped to contain costs and expenses. The enhanced network pharmacy program has continued to be both cost effective and beneficial to injured Town employees. The Department will continue its efforts to explore opportunities to mitigate injury risk potential and resulting claim exposure.

Budget Statement

This is a level-services budget.

PROGRAM COSTS

Legal	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Personnel Services	584,239	381,249	457,006	466,454
Expenses	147,374	191,358	136,665	136,665
Total	731,613	572,607	593,671	603,119

STAFFING

Legal	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Managerial	2	2	2	2
Clerical	1.5	1.8	1.8	1.8
Professional/Technical	1	1	1	1
Total	4.5	4.8	4.8	4.8

FY2023 Objectives

- Defend and pursue the Town's interests in active and potential litigation matters, including following the directives of Town Boards and Commissions to assert the Town's rights and policies regarding land use and development.
- Enhance the level and efficiency of services for general legal matters while maintaining the Town Workers Compensation program through the assignment of the Deputy Town Counsel to assist in meeting the needs of Town departments, officers, and public bodies.
- Work with Town departments on efforts to recover and protect Town financial resources from contracted entities and other parties.
- Develop and promulgate legal and policy positions in a variety of substantive areas, including assisting stakeholders in evaluating future policies, especially for land use, zoning, and emerging issues which continue to be at the forefront of Arlington's concerns.



FY2023 Objectives (cont.)

- Foster increased collaboration with other municipalities and State offices to best leverage the Town's legal positions.
- Provide additional training opportunities for Town committees and commissions.

Major Accomplishments for 2021

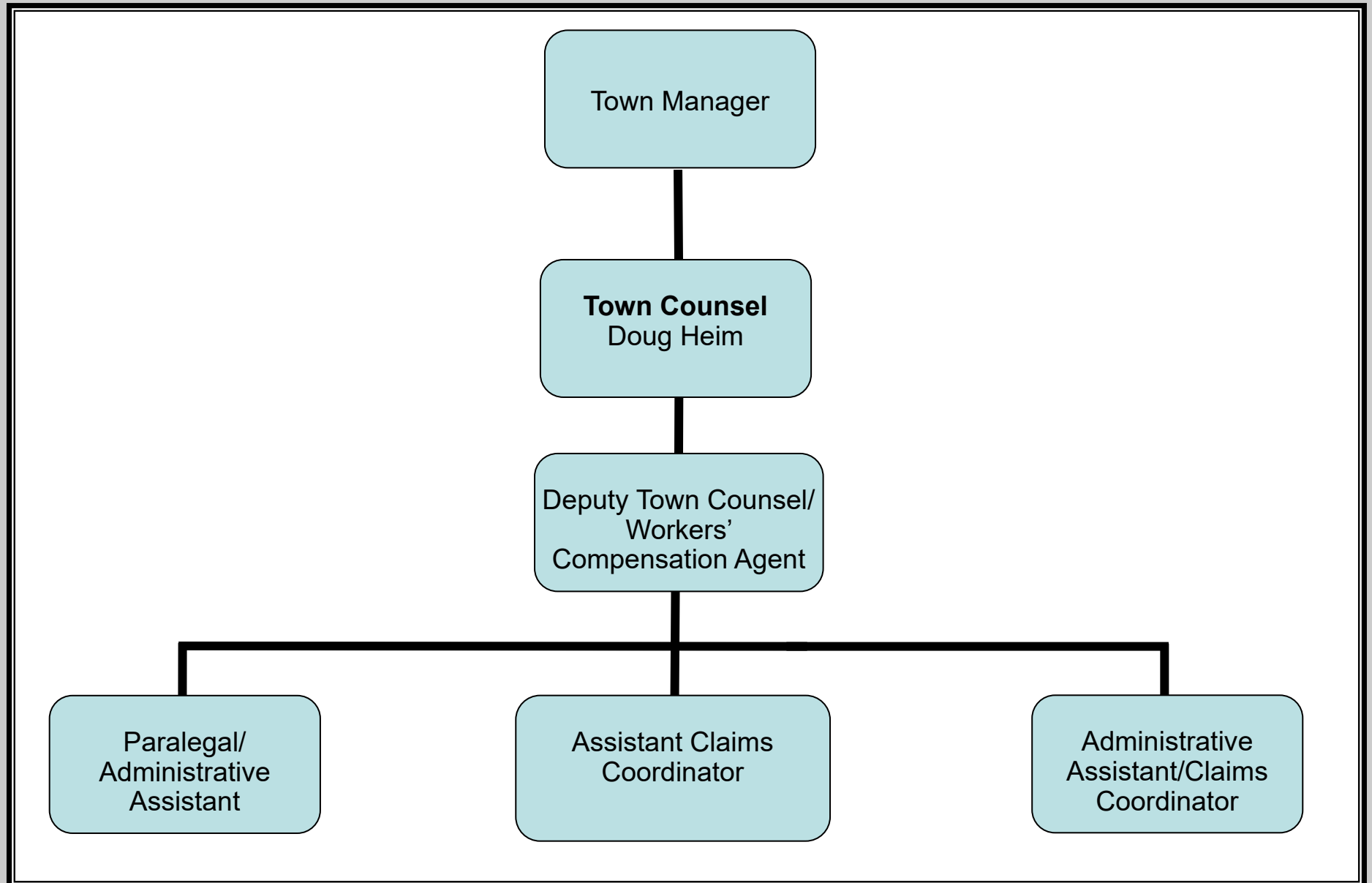
- Appeared regularly in the courts and administrative bodies of the Commonwealth ranging from Superior Court litigation to administrative appeals to mandamus requests to the Supreme Judicial court in the prosecution and/or defense of the Town, including garnering dispositive motions in favor of the Town, including in the Supreme Judicial Court, successful hearings, and favorable resolutions of matters, which limited Town liability.
- Prosecuted local administrative matters on behalf of the Town boards and bodies to promote public health and safety in Arlington.
- Investigated, successfully defended and/or adjusted thirty-one M.G.L. Chapter 84 claims (injuries or property damage as a result of a claimed defect in a public way) pending against the Town.
- Investigated, successfully defended and/ or adjusted 11 M.G.L. Chapter 258 claims (Massachusetts Tort Claims Act) pending against the Town.
- Represented the Town in contract and non-Chapter 84/258 claims and disputes involving the Town, including successful defense, avoidance of litigation, or resolution, and co-operative efforts with other municipalities to assert the Town's rights.
- Successfully litigated and concluded several workers' compensation claims. This resulted in a significant savings to the Town.
- Streamlined the medical management process between the Town and its various medical providers resulting in time and cost savings.
- Pursuant to M.G. L. Chapter 41 §§100 & 111F, subrogation claims were filed against third parties deemed to be responsible for injuries to Town uniformed personnel. Monetary recovery on these claims has been returned to the General Fund.

Major Accomplishments (cont.)

- Reorganized the Legal Department following the retirement of the long-time workers' compensation and benefits agent to create Deputy Town Counsel position.
- Prepared warrant articles, reports, bylaw amendments, proposals and position options, and other documents for Annual Town Meeting and Special Town Meeting, including advising departments and committees; appeared at all sessions to advise Town Meeting.
- Offered enhanced trainings for Town Boards and Commissions on their operations, duties, and powers.
- Provided legal support, counsel, and resources for Town staff, boards and bodies regarding the authorities and duties of the Town and its departments throughout the COVID-19 pandemic.
- Supported Town departments with contract drafting, negotiations, review, revisions and research and recording of real property instruments, drafting grant agreements, memorandum of understanding or agreement including revised regional bicycle share agreements, marijuana retailer permits, licenses, and MOUs.

Performance / Workload Indicators

Legal/Worker's Compensation	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Estimated
MGL Chapter 84 Claims:				
<i>Personal injury/property damage as a result of a claimed defect in a public way</i>				
Total Open	32	31	39	39
Claims closed	5	10	2	2
New claims	14	11	10	10
MGL Chapter 258 Claims:				
<i>Massachusetts Tort Claims Act</i>				
Total Open	32	32	54	43
Claims Closed	21	14	2	11
New claims	12	10	18	12
Fire - Injured on Duty Claims	23	23	4	10
Police - Injured on Duty Claims	4	4	3	5





Program Description

The Town Clerk's Office ensures compliance with changing State Laws relative to the Town Clerk and Registrars of Voters and provides efficient and courteous service to the general public. The Department's primary responsibilities are the following:

- Conduct all elections in conformance with federal and state laws and regulations, prepare the ballot for local elections, certify and report results, administer campaign finance laws for local elections.
- Record, file, index, and certify all documents, licenses, permits, and vital statistics (births, deaths, and marriages).
- Serve as Clerk to Town Meeting, take attendance, certify votes, submit bylaw articles to the Attorney General for approval, and publish and codify the Town's Zoning and General Bylaws.
- Conduct an annual listing of all residents/voters, maintain the State's Central Voter Registry, and publish the Annual Street List.
- License dogs, storage of flammable materials, and raffles.
- Maintain a high level of customer service providing general information to both the public and other Town departments.
- Swear in newly elected officials, police officers, and appointed/reappointed committee members.
- Certify nomination papers, petition forms, residency, voter certificates, welcome home bonus certificates, and warrant articles.
- Oversee the Elections Budget

Budget Statement

In the past, the Town Clerk's Office and the Registrar's have requested level-funded operating budgets. For Fiscal Year 2023, expanded election services and higher costs related to the Annual Town Census require additional funds.

PROGRAM COSTS

Town Clerk	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Personnel Services	340,794	231,664	244,708	256,199
Expenses	26,363	26,695	29,260	17,310
Total	367,157	258,360	273,968	273,509

PROGRAM COSTS

Board of Registrars	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Personnel Services	59,956	58,926	59,762	59,612
Expenses	8,809	12,689	13,250	15,250
Total	68,766	71,616	73,012	74,862

PROGRAM COSTS

Elections	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Personnel Services	49,882	135,491	49,333	181,995
Expenses	43,074	23,408	23,610	63,750
Total	92,956	158,899	72,943	245,745

STAFFING

Town Clerk	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Managerial	1	1	1	1
Clerical	2	2	2	2
Professional/Technical	1	1	1	1
Total	4	4	4	4

STAFFING

Board of Registrars	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Managerial	0	0	0	0
Clerical	1	1	1	1
Professional/Technical	0	0	0	0
Total	1	1	1	1



FY2023 Objectives

- Develop a multi-year plan to evaluate the condition of vital records so they can be digitized for improved access and the original documents preserved safely.
- Publish more information regarding Town Meeting votes and provide more useful summaries.
- Expand recruitment and training of election workers to meet projected increased needs due to vote-by-mail and in-person early voting. This includes developing advanced training classes for specific roles.

Major Accomplishments for 2021

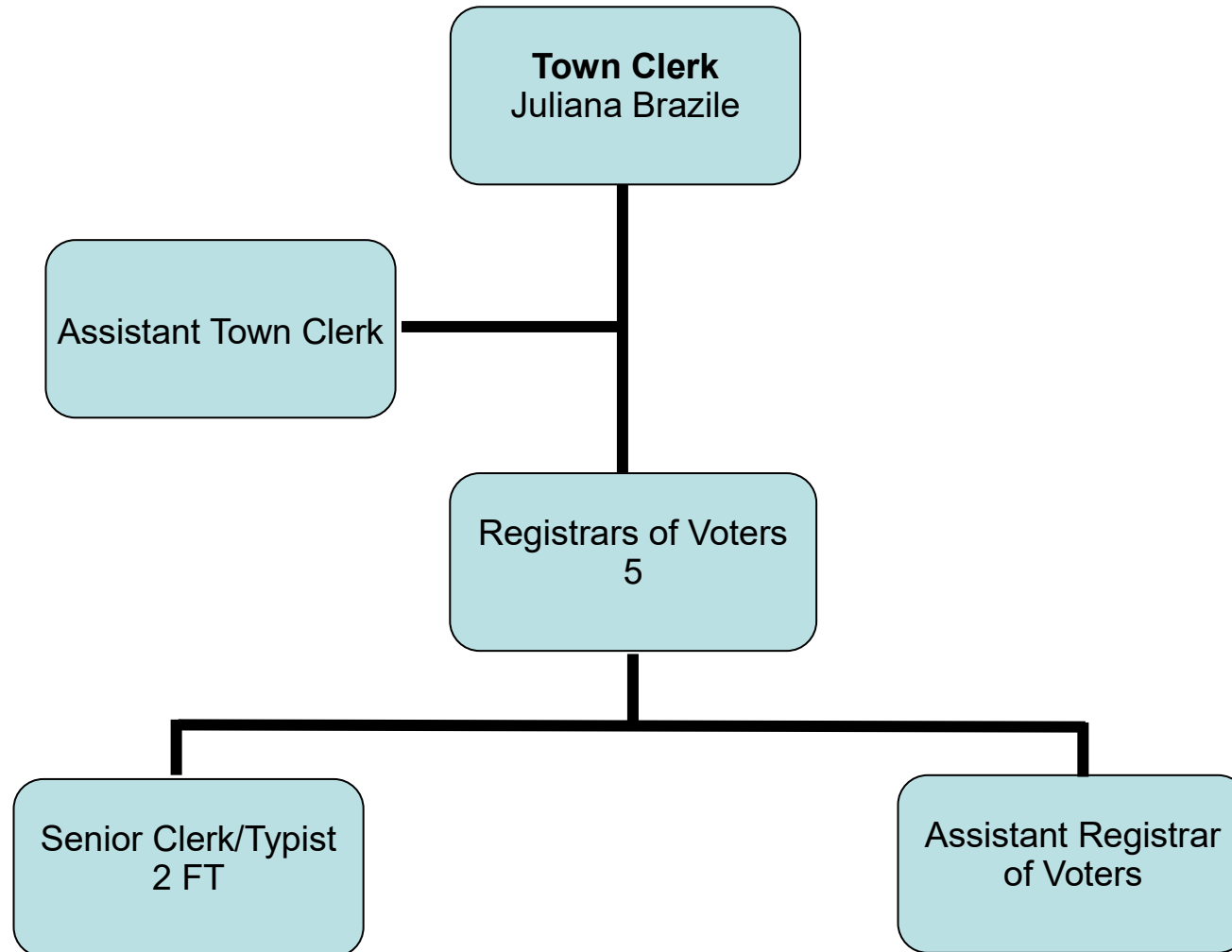
- Developed training materials for Election Workers and offered introductory training classes for interested residents.
- Redesigned the Annual Town Census with instructions printed in four languages other than English.
- Coordinated a multi-department reprecincting working group with an emphasis on broad public outreach to collect feedback that informed the final precinct map approved by the Select Board.
- Improved communication to residents regarding bylaw and zoning changes as they become effective.
- Submitted bylaw amendments voted by Town Meeting to the Attorney General's Office for approval and modernized the process for posting bylaw changes to save money.
- Completed bond certification documents to be filed by the Treasurer's Office and submitted loan authorization materials to the Department of Revenue.
- Begun overseeing the Elections budget, which moved under the Town Clerk from the Select Board.

Performance / Workload Indicators

	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Estimated
Town Clerk				
Marriage Licenses	176	*101	153	160
Death Certificates	354	426	336	400
Birth Certificates	513	474	436	500
Dog Licenses	2,200	2,086	2,969	3,000
Town Meeting Sessions**	7	1	11	8
Special Town Meeting Sessions**	2	0	5	2
Registered Voters	32,000	32,475	32,025	33,000
Fees Generated	\$ 113,000	\$ 96,303	\$129,324	\$130,000

*Lower number likely due to COVID-19

**Reporting number of nights Town Meeting or Special Town Meeting are in session





Program Description

The Treasurer, as the Parking Clerk appointed by the Select Board, manages the collection of parking fines and issues parking permits and:

- Collects payments for parking violations issued by the Police Department.
- Collects, processes, and reconciles all monies received from parking meters.
- Bills delinquent parking violations.
- Resolves parking violation appeals and coordinates hearing process by Hearing Officer.
- Marks and clears delinquent parking tickets with the Registry of Motor Vehicles.
- Manages the operation of parking machines/kiosks in Town and coordinates installation of parking meters, with maintenance support from DPW/Maintenance.
- Manages, administers and processes all parking permits and the special permits program.

Budget Statement

This is a level services budget.

PROGRAM COSTS

Parking	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Personnel Services	28,332	36,032	74,552	74,552
Expenses	9,406	11,936	20,780	20,780
Total	37,738	47,968	95,332	95,332

STAFFING

Parking	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Managerial	0	0	0	0
Clerical	1	1	1	1
Professional/Technical	0	0	0	0
Total	1	1	1	1

FY2023 Objectives

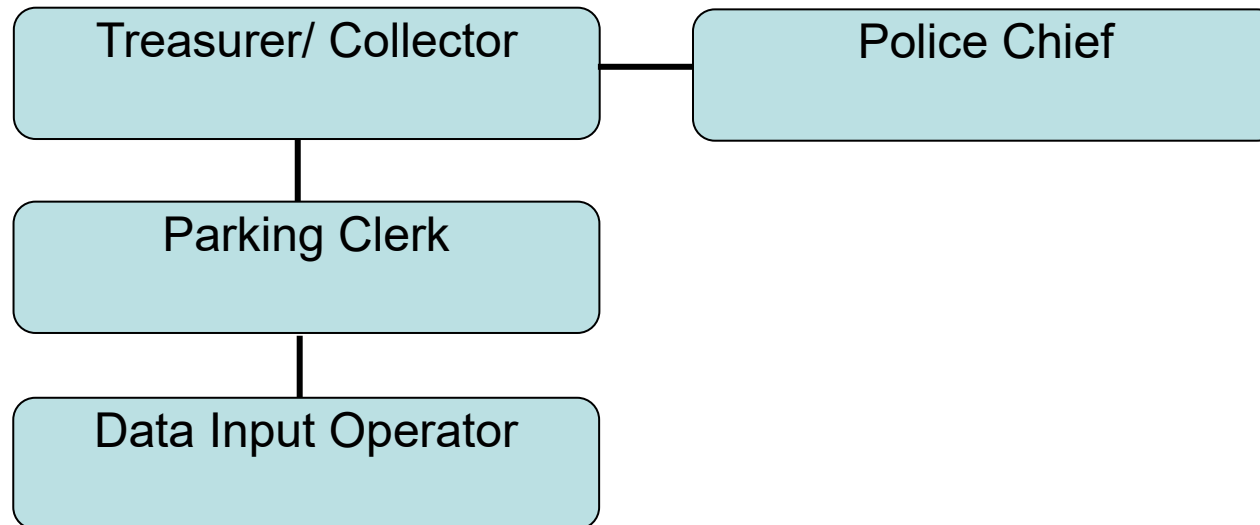
- Work with the Parking Advisory Committee to implement projects associated with the Parking Benefits District.
- Review the schedule for installation of additional parking meters and replacement of meters.

Major Accomplishments for 2021

- Continued implementation of new parking collection and billing software.
- Regularly scheduled parking ticket hearings.
- Worked with Registry of Motor Vehicles software upgrade to load Parking data files.

Performance / Workload Indicators

Parking	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Estimated
Number of tickets issued	14,972	11,183	8,316	15,000
Revenue	\$309,455	\$188,550	\$119,205	\$ 343,100
Meters Collected	\$546,777	\$416,927	\$141,625	\$ 350,000
Parking Permits	\$138,700	\$112,448	\$ 74,630	\$ 120,000
Total Violations /Meter/Permit Revenue	\$994,932	\$717,925	\$335,460	\$ 813,100





Program Description

The Arlington Department of Planning and Community Development (DPCD) oversees planning and community development activities within the town and is committed to improving the quality of life in Arlington by improving housing opportunities, transportation access, and economic development to enhance the vitality of our business districts, and preserving and promoting our community's natural, historic, and cultural resources. The Department oversees many key town-wide initiatives and implementation of long-range plans for the community. The Department administers the Town's federal Community Development Block Grant Program and has done so since the program's inception in 1974. The Department also provides staff support to many Town boards, commissions, and committees, including the Arlington Redevelopment Board (ARB), the Town's Planning Board and redevelopment authority. The ARB manages three town buildings with assistance from Town departments: Jefferson Cutter House with Whittemore Park, Community Center building at 27 Maple Street, and 23 Maple Street.

Department staff serve as liaison to the following 35 committees: ABC Tri-Community Flooding Group (Arlington, Belmont, Cambridge), Affordable Housing Trust Fund Board, Bicycle Advisory Committee, CDBG Subcommittee, Clean Energy Future Committee, Commission for Arts & Culture (ACAC) (includes Arlington Cultural Council and Arlington Public Art), Conservation Commission, Design Review Working Group, Economic Development Recovery Task Force, Envision Arlington Committee (Task Groups include: Business, Communication, Community & Citizen Service, Culture & Recreation, Diversity, Education, Environment, Fiscal Resources, and Governance, which include the following Reservoir Committee, Spy Pond Committee, and Sustainable Arlington), Heights Neighborhood Action Plan Implementation Committee, Housing Plan Implementation Committee, Mass Ave/Appleton Street Design Review Committee, Master Plan Implementation Committee (Active working groups include Zoning Bylaw Working Group and Historic and Cultural Resources Working Group), Open Space Committee, Parking Advisory Committee, Redevelopment Board, Transportation Advisory Committee, and Zoning Board of Appeals.

Department staff also represent the Town on eleven regional bodies: the Battle Road Scenic Byway; Boston Metropolitan Planning Organization (MPO); the North Suburban HOME Consortium; the Somerville-Arlington

Program Description (cont.)

Continuum of Care; the Metropolitan Area Planning Council (Council, Executive Committee, and MetroCommon 2050 External Advisory Committee); Metropolitan Mayors Coalition's Climate Preparedness Taskforce and Regional Housing Partnership; Mystic River Watershed Association Resilient Mystic Collaborative; and the Charles River Watershed Association Climate Compact.

Budget Statement

This budget includes a request for funding for new community engagement software in order to meet existing and projected workload demands and plan goals.

PROGRAM COSTS

Planning & Community Development	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Personnel Services	647,096	579,686	709,365	781,248
Expenses	25,821	21,166	27,821	35,021
Total	672,917	600,853	737,186	816,269

STAFFING

Planning & Community Development	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Managerial	1	1	1	1
Clerical	1	1	1	1
Professional/Technical	7	7	7	7
Total	9	9	9	9



FY2023 Objectives

Implementation of the Arlington Master Plan, adopted in 2015, is the Department's top priority. The Department will utilize data-driven decision making for all projects and initiatives with clear outcomes and deliverables, ensure high levels of community engagement on all projects and initiatives to ensure transparency, educate the public about planning and community development activities, and create pathways to new leadership on committees and working groups, and ensure equity and fairness in our planning and community development work. Our Master Plan implementation activities in FY23 will be focused on the following activities:

- Amending the Zoning Bylaw to be consistent with the Master Plan to: ensure predictable, improved development outcomes for the Massachusetts Avenue and Broadway corridors; increase housing options and access to those options; incentivize new development that is sustainable and resilient in all zoning districts; and update Town policies and decision-making systems that can hinder economic development and sustainable transportation goals. This work will be accomplished with the Arlington Redevelopment Board, Master Plan Implementation Committee and its working groups, and multiple Town boards and committees with robust community engagement.
- Implementing *Connect Arlington* including: adopting a Vision Zero Policy; completing the Minuteman Bikeway Planning Project and implementing recommendations that increase access to and capacity and safety on the pathway; increasing access to bike share throughout Arlington, prioritize new bicycle facilities along corridors currently designated as Arlington's "lane sharing network"; developing and regularly updating a Local Transportation Improvement Program to ensure a more transparent and predictable transportation project planning process; and prioritizing temporary and permanent infrastructure interventions and changes that address public realm improvements and ensure safer travel for all travel modes.
- Implementing the *Net Zero Action Plan* including: implementing a communitywide energy efficiency outreach program to significantly increase uptake of deep energy retrofits and other significant efficiency measures; creating and implementing a plan to expand public electric vehicle charging at libraries, business districts, public parking facilities, and other facilities, both on- and off-street; and increasing renewable energy in the Arlington Community Electricity (ACE) program so the default level is 100% renewable by 2030.

FY2023 Objectives (cont.)

- Implementing the *Housing Production Plan* for 2021 to 2026 including increasing affordable housing supply and preserving and maintaining existing affordable housing.
- Implementing *Fair Housing Action Plan* including passing a resolution to codify Arlington's commitment to fair housing and advancing protections in housing for tenants and protected classes.
- Implementing the *Arts and Culture Action Plan*, including identifying new income streams to support the arts and incorporating art into town projects and developing metrics for capturing qualitative and quantitative data on the impact of arts and culture on Arlington's planning and community development priorities.
- Implementing the *Complete Streets Action Plan* for fiscal years 2022-2027 prioritizing intersection and roadway improvements that address equity, safety, and mobility for all travel modes.
- Implementing the Arlington Affordable Housing Trust Fund Annual Action Plan.
- Completing a town-wide Stormwater Management Plan and plan for enhanced stormwater management to comply with the Municipal Separate Storm Sewer System (MS4) permit in conjunction with Department of Public Works and with technical assistance from the Environmental Protection Agency Mystic River Watershed Stormwater Management Community Support program.
- Completing a long-range management and stewardship plan for Town-owned lands.
- Completing the Open Space and Recreation Plan for 2022 to 2027.



Arlington Redevelopment Board FY2023 Objectives

The Arlington Master Plan was developed from 2013-2015, adopted by the Redevelopment Board in 2015, and endorsed overwhelmingly by Arlington Town Meeting in 2015. The Master Plan Implementation Committee works with the Redevelopment Board and the Department of Planning and Community Development to advance the plan. The MPIC has working and task groups aimed at implementing specific plan elements, including historic and cultural resources and land use and zoning amendments. In order to continue to achieve Master Plan goals, the Board will:

- Review progress on implementation of the Master Plan and consider new working groups, including a group to advance economic development goals and objectives.
- Develop Zoning Bylaw amendments that encourage development and redevelopment opportunities to generate a full range of housing options for all incomes and housing types and encourage mixed-use development, and new commercial development. This will include updates to Zoning Districts, map amendments, dimensional regulations and use regulation updates, exploration of Form-Based codes, and updates to the Design Standards for Commercial Areas. The Board will also be considering zoning amendments to comply with the new M.G.L. 40A MBTA Communities requirement in order to access state infrastructure funding to support redevelopment and neighborhood projects.
- Participate in a Town Information Technology project to ensure a transparent, welcoming, and efficient permit review and delivery system.
- The Board will be exploring transitioning ARB property management back to the Town.
- Develop urban renewal plan options for Arlington Center and at site-specific locations along Arlington's main commercial corridors
- Participate in a range of Town committees and initiatives that advance community planning goals including the: Arlington Heights Neighborhood Action Plan; Envision Arlington; Open Space Committee, Housing Plan Implementation; Community Preservation Act Committee, Master Plan Implementation Committee, Remote Participation Committee, and others on an ongoing basis.

Major Accomplishments for 2021

The Department continued to engage our community and achieve a substantial amount of short and long-range community planning goals. The team proved invaluable to the community continuing to permit small- and large-scale projects through the Redevelopment Board and Conservation Commission; support research and reviews for the Select Board, Historical Commission, and Zoning Board of Appeals, including two Comprehensive Permit applications; and advanced a multi-million-dollar Community Development Block Grant Program buoyed by additional funds through the CARES Act and designed to serve those hardest hit by the pandemic.

The Department continued to implement the goals and objectives of the Master Plan with particular focus on advancing housing, economic development, transportation, and historic and cultural resource strategies. The following activities were accomplished:

- Completed Connect Arlington – the Town's first Sustainable Mobility Plan with the support of the Sustainable Transportation Plan Advisory Committee. The plan provides a timeline for helping the town improve how people move around the community using public or private transportation, such as driving, walking, bicycling, or accessing and riding in buses, taxis or other car services, or other transportation systems.
- Completed Net Zero Action Plan – to help the town become carbon-neutral ("net-zero") by 2050 with the support of the Clean Energy Future Committee. Prohibiting fossil fuel infrastructure in new construction and in building undergoing significant rehabilitation was identified as an early strategy to advance. The Committee worked with staff and community organizations to develop a Home Rule petition and bylaw amendment which was approved by Town Meeting.
- Completed Fair Housing Action Plan, including research on current barriers to housing, discrimination complaints, and challenges to availability of housing opportunities in Arlington. Once completed, the plan will provide local strategies to comply with federal and state fair housing laws to ensure availability and accessibility of housing for protected classes.
- Implementation of the Arlington Heights Neighborhood Action Plan Committee with numerous public art and parklet installations in the business district.



Major Accomplishments for 2021 (cont.)

- Implementation of the Housing Production Plan, including near completion of the Housing Corporation of Arlington developments at 19R Park Avenue (known as Downing Square) and 117 Broadway. The two all-affordable housing developments will add 48 new homes and 117 Broadway will include ground floor space for Arlington EATS. The Downing Square Broadway Initiative is supported by a combination of local and state funds and the Low-Income Housing Tax Credit Program. The HPIC drafted and Town Meeting adopted a bylaw to establish a Municipal Affordable Housing Trust Fund. The new public body will support and aggregate funds for the creation and preservation of affordable homes in Arlington. The Committee also drafted a Real Estate Transfer Fee Home Rule Petition which was also adopted by Town Meeting.
- Provided support, research, and analysis of various zoning and Town bylaw amendments proposed for two Town Meetings.
- Amended Zoning Bylaw that now allows for accessory dwellings, new industrial uses, parking reductions in business districts, and new marijuana business uses.
- Continuing work with merchant associations and the Chamber of Commerce to understand their challenges and opportunities and direct resources to assist with business development, recruitment, and retention, particularly to address concerns raised by the pandemic.
- Formed the Arlington Economic Development Recovery Task Force to help drive and revive our town's economic recovery and provide the Town with guidance in order to create policies and procedures in Arlington that meet real needs and address concerns of health and safety, particularly in relation to the business community. The Task Force is designed to help inform the town's longer-term economic recovery to ensure the long-term health and stability of our business districts. The Task Force successfully advanced recommendations to reduce financial burdens on local businesses, to encourage shopping locally during the holiday season, to streamline reviews and permitting, and to implement amenities for outdoor dining and outdoor classes and fitness.
- Completed Phase I of Whittemore Park renovations.
- Secured Green Communities funding for Arlington to improve energy efficiency for town-owned buildings, including installing new LED

Major Accomplishments for 2021 (cont.)

- lighting retrofits at Hardy and Peirce Elementary Schools, and applied for and secured energy efficiency incentives for these projects which save the Town of Arlington 89,734 kWh and \$18,844 annually.
- Secured grant to convert one of the Arlington School Department's existing school buses to all-electric.
- Installed ChargePoint EV charging station for the Railroad Lot adjacent to Water Street.
- Assisted with management and promotion of Arlington Community Electricity (ACE) green electricity supply aggregation program.
- Reviewed ZBA cases, licenses, and permits, including M.G.L. Chapter 40B Comprehensive Permit applications and small cell wireless facilities.
- Promoted and aimed to sustain Arlington's participation in the regional bikeshare program, BlueBikes.

The Department also implemented its annual Community Development Block Grant Program (CDBG) with funding of over \$1.1 million. Eight public service agencies were funded, providing individuals and families with low-to moderate-incomes with daily transportation, access to jobs, food security, scholarships to athletic and summer camp programs, tutoring services, and access to mental health and adult day health services. Two rounds of additional funding totaling \$980,388 were made available in May and November 2020, through an additional allocation of CDBG funds known as CDBG-CV from the Coronavirus Aid, Relief, and Economic Security (CARES) Act. CDBG-CV assistance totaling \$160,188 enabled public service agencies to support Arlington residents impacted by the COVID-19 pandemic. Food Link, Inc. and Arlington EATS helped families confronting food insecurity, the Arlington Boys and Girls Club provided additional childcare services, Arlington Public Schools offered tutoring support to students, and the Arlington Department of Health and Human Services, in collaboration with the Arlington Housing Authority (AHA), offered COVID-19 testing clinics to AHA residents.

Through both CDBG and CDBG-CV-funded public service programs, social service agencies supported 12,378 Arlington residents. CDBG-CV also supported residents and small business owners during the pandemic. A \$400,000 Emergency Tenant Assistance Program helped 70 households



Major Accomplishments for 2021 (cont.)

that make a low-income and the Housing Corporation of Arlington aided an additional 29 households in maintaining stable housing. A supplement of \$300,000 in Community Preservation Act funds was leveraged to provide additional funding to Arlington renters who earn at or below 50% of the Area Median Income and struggled to make rental payments due to the coronavirus pandemic. The \$200,000 Arlington Microenterprise Program supported 25 businesses with up to five employees, and the Arlington Business Resiliency Program provided an additional \$250,000 to support 22 businesses with up to 20 employees and help create or retain 21 full-time equivalent jobs.

Major Accomplishments 2021 Arlington Redevelopment Board

- Significant renovations continued to the Central School where the new Community Center will occupy the ground and first floors of the building. Renovations to a second floor office suite allowed the Department of Health and Human Services to move from the ground floor to that space.
- Completed the Economic Analysis of Industrial Zoning Districts which led to a rewrite of allowable uses which were adopted at Annual Town Meeting. The Industrial Zoning District now allows artist live-work spaces, flex spaces, light industrial uses, food production, breweries, and vertical farming among others with development and design standards that aim to enhance the district's connection with and improve development along the Mill Brook.
- Advanced numerous Zoning Bylaw amendments including allowing for: parking reductions in all Business zoning Districts; by-right accessory dwellings in single-family, two-family homes, and accessory buildings in any Residential and Business Zoning District; marijuana delivery services in the B4 and Industrial Zoning Districts, and allowing for more energy-efficient homes to be built in lower-density residential zoning districts.
- Participated in a range of Town committees and initiatives that advanced community planning goals, including the Arlington Economic Development Recovery Task Force, Master Plan Implementation

Major Accomplishments (cont.)

Committee, Zoning Bylaw Working Group, Arlington Heights Neighborhood Action Plan Implementation Committee, Envision Arlington Standing Committee and Advisory Committee, Open Space Committee, Housing Plan Implementation Committee, and Community Preservation Act Committee.

	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Estimated
Conservation Commission				
Commission meetings attended	22	31	30	30
Conservation Permits	29	29	17	29
Site inspections	30	110	80	80
Filing Fees	\$ 10,974	\$ 10,475	\$ 16,443	\$ 12,630

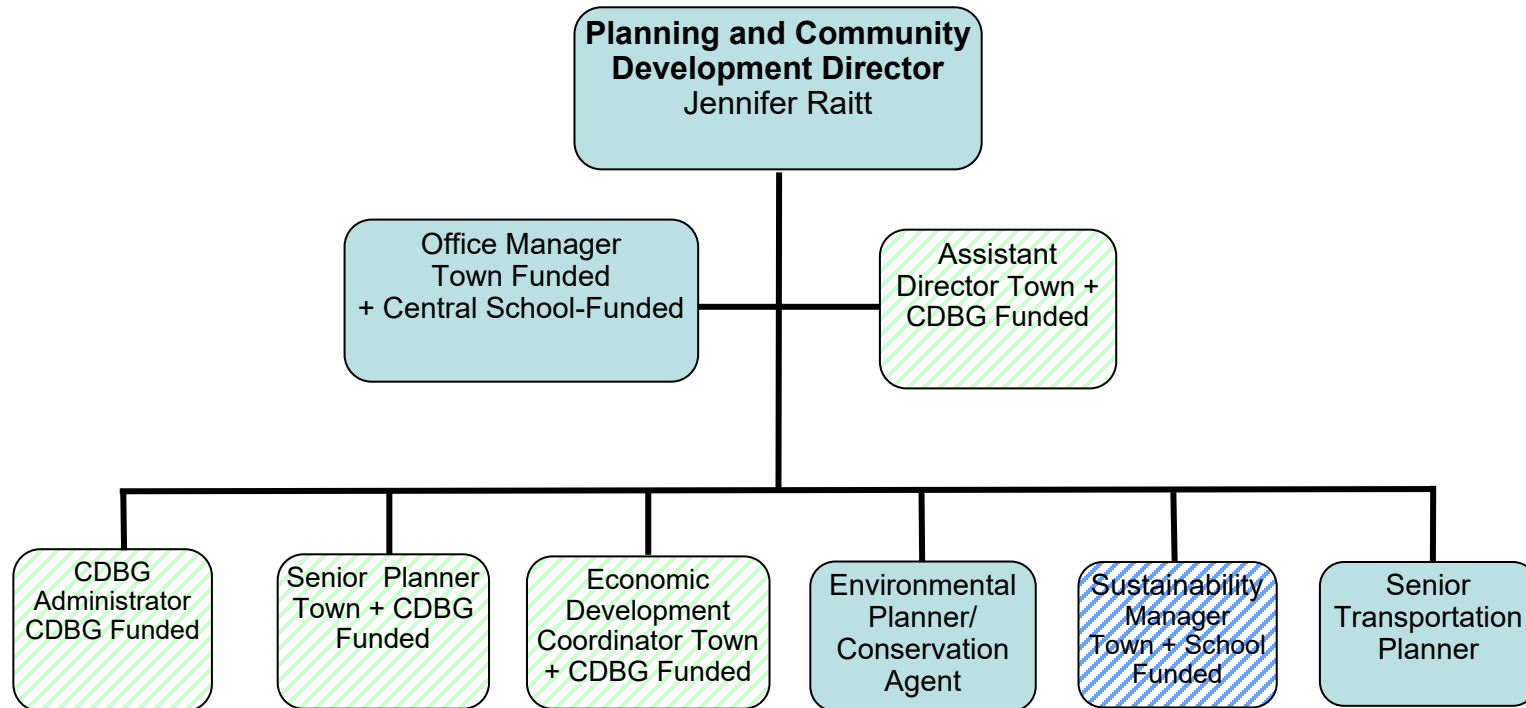
Performance / Workload Indicators

Planning & Community Development	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Estimated
CDBG Funds Administered	\$1,111,355	**\$1,781,670	\$ 1,106,603	\$1,100,000
Other public or private grant funds secured	\$1,643,166	\$ 439,768	\$ 1,116,099	\$1,000,000
Room rental fees	\$ 10,637	\$ 7,242	\$ -	\$ 5,000
Room reservations administered	778	*277	0	100
Sign Permit Applications Reviewed	20	15	13	16
Zoning Board Applications reviewed	25	37	22	28
Businesses/Merchants Assisted	108	390	598	365
Environmental Design Review (EDR) special permits administered	9	9	11	20
Small Cell Wireless Applications reviewed	20	20	25	22
Licenses reviewed	21	18	12	17

*89 Room reservation requests were canceled due to COVID-19

**Includes \$980,388 in CARES funding

Performance / Workload Indicators





Program Description

The Zoning Board of Appeals interprets and enforces the Zoning Bylaw for the Town of Arlington. Hearings are generally held on the second and fourth Tuesdays of the month, as needed. The Board is comprised of the Chairman and four appointees, including an attorney and a licensed architect who listen to testimony and render decisions based on a unanimous vote of the board. It is the Board's responsibility to issue the legal documentation required relative to the approval or denial of each petition. There are also two alternate members who may sit in absence of a regular member.

FY2023 Objectives

- Work with the Inspections Division and the Planning Department to provide the services required to support the Zoning Bylaw.
- Provide prompt and informed decisions on all applications submitted to the Zoning Board of Appeals.
- Make decisions that uphold the original intent of the Zoning Bylaw.
- Instill confidence in petitioners and applicants that they have been rendered a fair and equitable decision.

Budget Statement

The Zoning Board of Appeals has a level services budget for FY23.

PROGRAM COSTS

Zoning Board of Appeals	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Personnel Services	8,158	20,361	23,881	53,400
Expenses	3,535	7,645	10,300	10,300
Total	11,693	28,006	34,181	63,700

Major Accomplishments for 2021

- Heard and rendered 30 petitions for special permits and variances.
- Rendered petitions for two comprehensive permits, Thorndike Place and Mirak, including 23 hearings. Comprehensive permits are permits issued for the development of Low- and Moderate-Income Housing pursuant to M.G.L. c. 40B.
- Continued working with Novus Agenda
- Dramatically reduced the number of continuances and instead permitted projects with conditions. This allows projects to move ahead more quickly and subsequent cases to be heard sooner.

STAFFING

Zoning Board of Appeals	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Managerial	0	0	0	0
Clerical	0.5	0.29	0.29	0.89
Professional/Technical	0	0	0	0
Total	0.5	0.29	0.29	0.89

Performance / Workload Indicators

Zoning Board of Appeals	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Estimated
Applications	25	22	38	30
Hearings	25	24	50	38
Revenue	\$ 10,000	\$ 8,000	\$ 15,200	\$ 12,000
Continuances	6	4	16	8
Decisions with Conditions	13	20	36	27



Zoning Board of Appeals
5 Member Board

Principal Clerk
1 PT



Program Description

The Facilities Department is responsible for the repair and maintenance of all Town and School buildings. It oversees 34 buildings, 11 schools and 23 town facilities totaling nearly 1.34 million square feet. School buildings include: one preschool, seven elementary schools, the Ottoson and Gibbs Schools, and Arlington High School. Town buildings include: Robbins and Fox Libraries, Town Hall and Annex, four DPW buildings, three Fire Stations, Police Station, Mt. Pleasant Cemetery chapel and garage, Whittemore Robbins House, Cottage and Carriage House, Jarvis House, Community Center, 23 Maple St., Jefferson Cutter House, Dallin Library (ACMi), Mt. Gilboa House, Reservoir beach and pump houses, and Spy Pond Field House.

The Department oversees repair and maintenance programs based on preventive maintenance standards, inspections for life safety and legal compliance, and repairs and cleaning to maintain the facilities in good working order. The Department staff oversees capital projects, building maintenance, and custodial cleaning. The Department coordinates regular building assessments and annual evaluations.

Capital projects and building upgrades with budgets ranging from \$5k to \$500k are mostly performed by third party contractors, with planning, support, and coordination from Department staff. Building maintenance is a staff of 9 full-time craftsmen. The custodial team is 42 custodians - 29 who are in-house and another 13 from a third-party service provider. About half of the custodial staff is scheduled to work during regular business hours while the rest perform their duties after regular hours, under the supervision of a custodial night supervisor.

Budget Statement

The Facilities Department budget was increased by \$59,000 for FY23 as a result of moving existing funds from the Library, Police, and Fire Department budgets to streamline contracted preventative maintenance and testing. This funding covers costs associated with ten Town buildings, including: Town Hall, four DPW buildings, Jarvis House, Mt Gilboa, Fox Library, Parmenter School building, and the Dallin Library building. The budgets for other buildings remain decentralized in the respective departmental budget.

PROGRAM COSTS

Facilities	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Personnel Services	346,803	365,201	497,382	489,151
Expenses	278,667	321,687	425,044	484,044
Total	625,470	686,888	922,426	973,195

FY2023 Objectives

Organizational

- Fully staff the department by filling the current vacancies. Skilled trade positions have been vacant for extended periods of time despite recent changes to the pay scale.
- Assist the design and construction teams on the DPW and AHS projects, especially on specifications to ensure reliability of products and brand consistency across the organization.
- Prepare for relocating the Facilities Department out of the High School building, into temporary accommodations, and then into the new DPW facility, likely by Fall 2022. This will be the first time Facilities administration and supervisory staff will be located in the same location.
- Prepare to take full ownership of AHS phase-I and support phase-II demo/construction. The Department will need to train on various new systems and identify preventative maintenance contract needs; similarly, the Department is responsible for emptying out and decommissioning many elements of the existing building, and continuing to operate the portions of the building to remain.

Capital Projects and Building Upgrades

- Continue implementing capital projects in accordance with the Capital Plan, including: Painting and Flooring installation throughout all schools, Security systems installations, HVAC upgrades, Envelope improvements (Bishop Roof), Additional Classroom spaces in elementary schools, complete and begin planning implementation of building electrification master plan.

**FY2023 Objectives (cont.)**

- Use completed facilities condition assessment for the schools integrated with the electrification master plan, to develop sustainable improvements with Mechanical, Electrical, Plumbing (MEP) infrastructures.
- Conduct building envelope study at Parmenter Building
- Plan, design and complete accessibility improvements in accordance with self-assessment performed by the Institute for Human Centered Design (IHCD).
- Finish system development and data population of new Asset Essentials work order and maintenance management system.

Major Accomplishments 2021**Organizational**

- Implemented COVID response-protocols across the portfolio of public buildings. Measures included erection of contact barriers, installing hand sanitizer stations, increased signage and building markings, overhauling of HVAC systems to ensure functionality and improve ventilation, upgrading filters for enhanced filtration, installing portable air cleaners, and re-inventing custodial care with a focus on disinfection. Provided substantial support and logistics on voting days.
- Hired and trained two new craftsman, four new custodians, and rebid/awarded 3rd party custodial contract.

Major Projects

- Assisted with various elements of the Phase 1 building of Arlington High School.
- Supported the ongoing renovation of the Arlington Community Center at 27 Maple St.
- Re-build the Town Hall Plaza, incorporating sub-slab radiant heating.
- Assisted with planning and execution of moving Comptroller's and IT departments from Arlington High School.

Major Accomplishments (cont.)Capital Projects and Building Upgrades

- Installed new carpeting and performed painting on the 2nd Floor of the Community Center
- Installed new elevators at the Ottoson School.
- Installed four new rooftop HVAC units at the Ottoson Middle School
- Completed VFD upgrades for rooftop HVAC units at Brackett School
- Completed interior painting at all schools over the summer in coordination with Principals
- Completed playground upgrades at Hardy and Peirce Schools
- Refinished hardwood and terrazzo floors at Town Hall
- Installed new air conditioning system at Jefferson Cutter House
- Installed new air conditioning system for Police Headquarters server room.
- Installed new insulation in attic of Police Headquarters
- Completed sizable VCT flooring repairs at multiple school buildings, and installed new carpets in various high traffic areas
- Installed no-wax LVT flooring at Bishop School
- Completed next phase of envelope repairs at Robbins Library.
- Installation of exterior security cameras at Hardy, Peirce and Stratton Schools
- Installed energy saving LED lighting at Peirce and Brackett Schools
- Reconfigured classrooms and office spaces at Thompson and Brackett Schools via the use of custom modular interiors.

Preventative Maintenance and Repairs

- Completed annual life safety inspections including fire alarms, extinguishers, and fire suppression systems.
- Received compliance certificates for fire suppression systems, elevators, boilers and other pressure vessels.
- Performed scheduled HVAC maintenance as well as emergency repairs.
- Performed enhanced floor care program at all schools during shutdown period.

Fiscal Year 2023 Budget



Major Accomplishments (cont.)

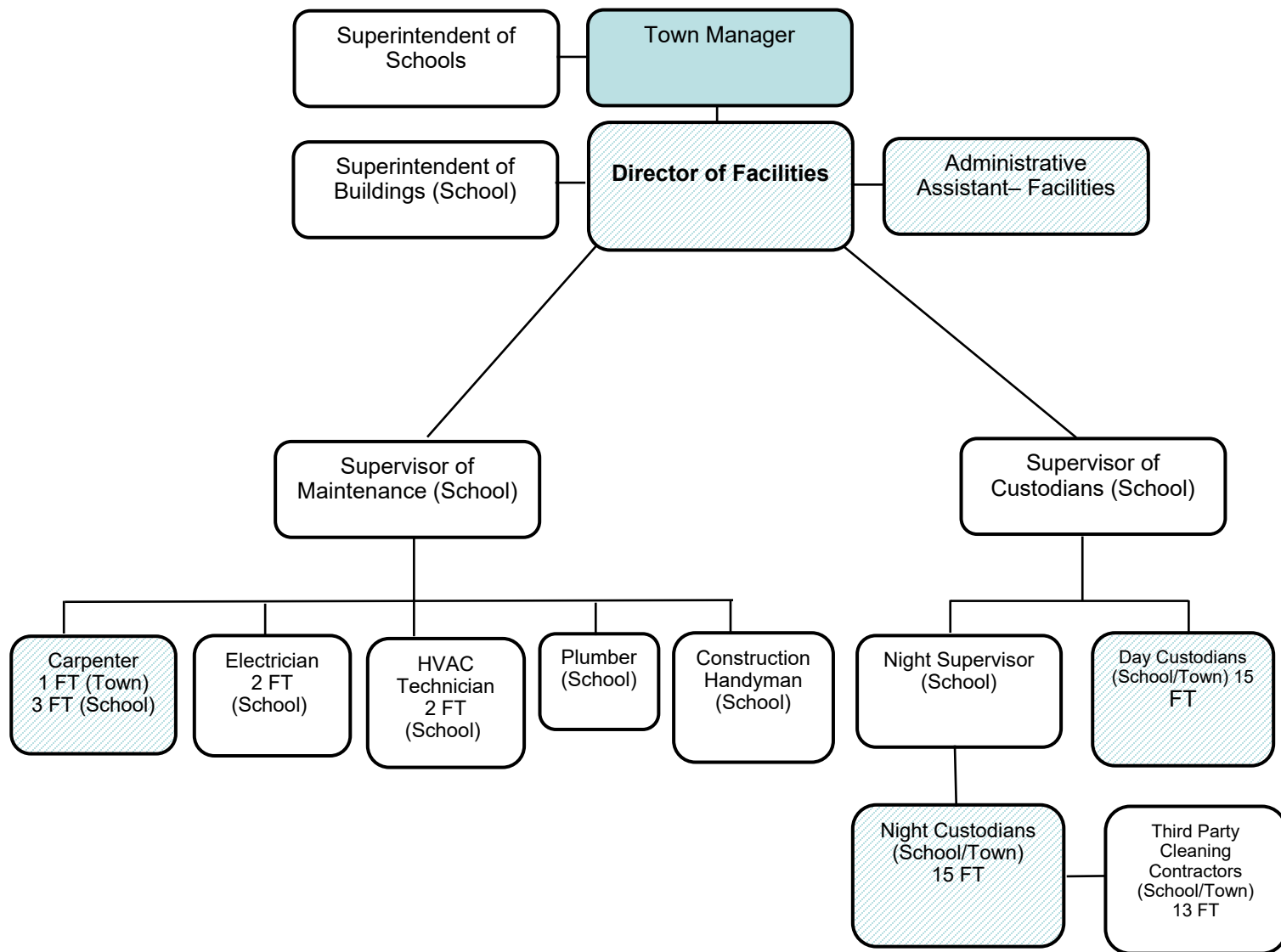
- Performed in-house carpet cleaning at various sites.
- Executed and managed multiple preventive maintenance contracts with 3rd parties, including elevators, fire alarms, fire suppression systems, fire extinguishers, pest control, ventilation hoods, grease traps, water treatment, security/camera/access control systems, emergency generators, and oil and gas burners.
- Managed snow removal at school and Town properties.
- Bid and managed service contracts for electrical, plumbing, HVAC and pest control.

Performance / Workload Indicators

Facilities	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Estimated
Work Orders				
- Requested/Submitted	893	1,470	805	3,000
- Completed	865	1,322	453	1,800

STAFFING

Facilities	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Managerial	1	1	1	1
Professional/Technical	4.83	5.11	5.11	5.11
Total	5.83	6.11	6.11	6.11





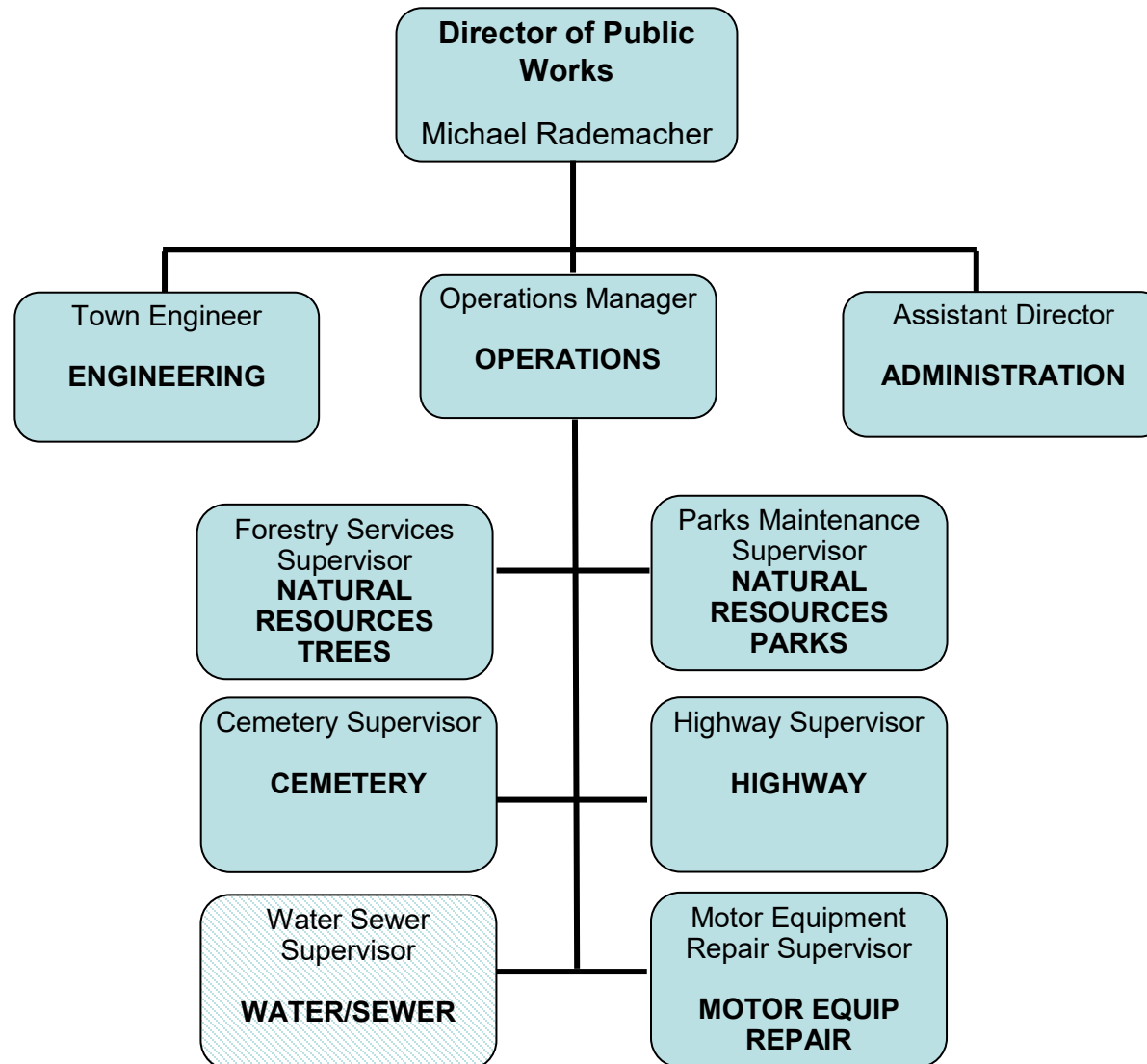
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PUBLIC WORKS

PUBLIC WORKS





Program Description

The Public Works Department comprises seven separate divisions to maintain the Town infrastructure.

The Divisions are:

- Administration
- Engineering
- Cemeteries
- Natural Resources (Parks and Trees)
- Highway
- Motor Equipment Repair
- Water and Sewer Utilities

The Department is responsible for 100 miles of public roadways, 250 miles of water and sewer pipes, 75 miles of storm drains including 3,500 catch basins, numerous parks, playgrounds, athletic fields and open lands, and approximately 19,000 public trees. In addition, the Department maintains over 150 Town vehicles and operates three service utilities: Water, Sewer and Solid Waste.

PROGRAM COSTS

Public Works Department	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Personnel Services	3,679,084	3,659,614	4,405,779	4,445,138
Expenses	5,601,195	6,287,386	7,109,288	7,424,825
Total	9,280,279	9,947,000	11,515,067	11,869,963

STAFFING

Public Works	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Managerial	7	7	7	7
Clerical	3	4	4	4
Professional/Technical	5.86	5.7	5.36	6.57
Public Works	45.00	45.00	45.00	45
Total	60.86	61.7	61.36	62.57

Budget Statement

The Administration Department Personnel Services increases by \$80,234. The increase is due primarily to the creation of a new position.

The Expense budget is a level-services budget.

Other budget changes are described in each division's section.



PROGRAM COSTS

Public Works Administration	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Personnel Services	410,588	442,078	512,671	594,933
Expenses	17,966	21,411	20,600	20,600
Total	428,554	463,489	533,271	615,533

STAFFING

Public Works Administration	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Managerial	2	2	2	2
Clerical	2	3	3	3
Professional/Technical	1.86	1.7	1.36	2.57
Custodial / Bldg. Maint	0	0	0	0
Total	5.86	6.7	6.36	7.57

FY2023 Objectives

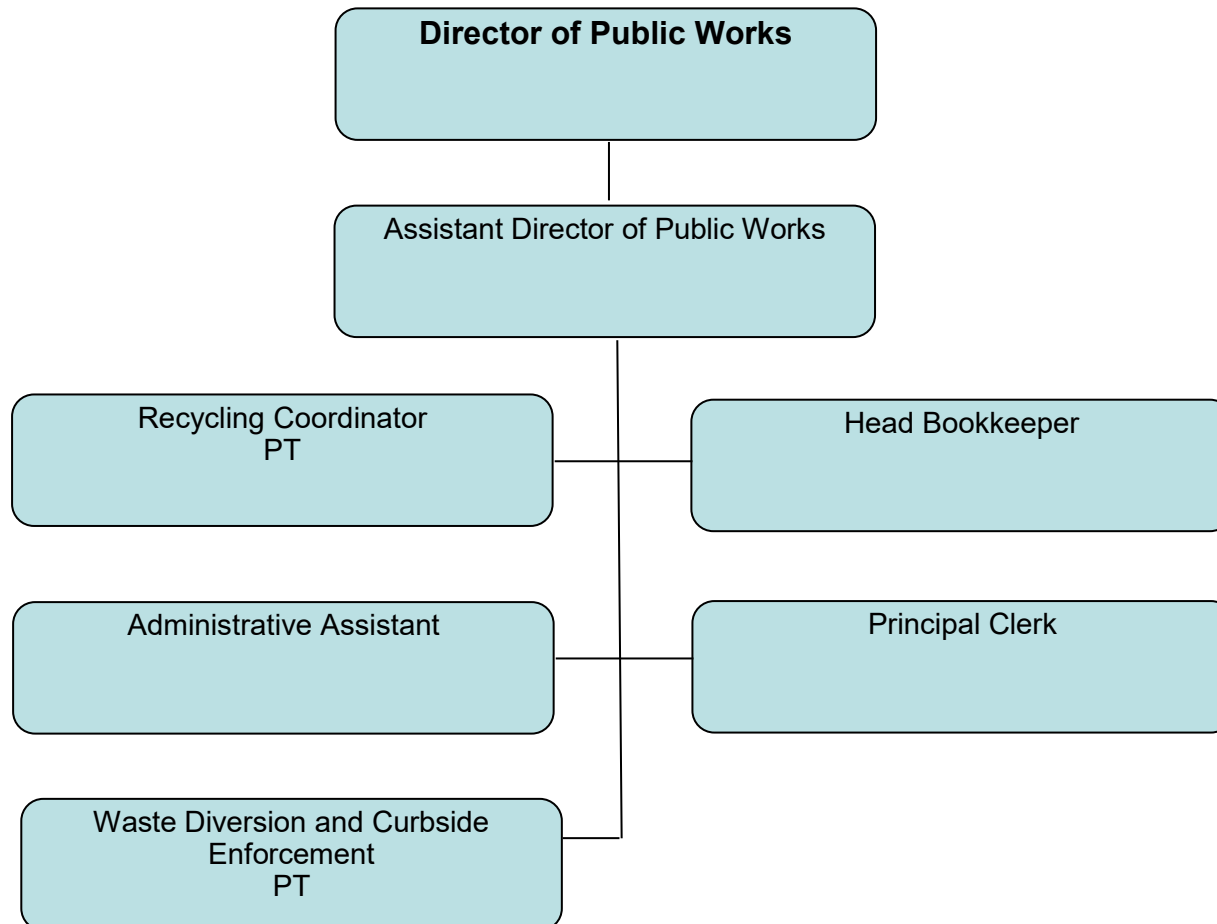
- Continued oversight of new DPW Facility construction. Project currently schedule for completion in FY 24.
- Extend Solid Waste program contract with proposed improvements to service.
- Creation of a Systems Analyst/GIS Director. Position will be tasked to modernize business processes and workflows of the various DPW divisions through better use of technology.

Major Accomplishments for 2021

- Management of the DPW Facility improvement project including:
- Project awarded and construction commenced.
- Successfully coordinated the temporary relocation of Natural Resources, Engineering and Inspectional Services.
- Held twelve monthly recycling events and added weekday events by appointment
- Successfully completed the Recycling IQ Program in the fall of 2020, The Recycling IQ Program was developed by MassDEP to help cities and towns work with recycling facilities and haulers to: better target education and outreach to the public, give residents direct feedback at curbside or drop-off, and track and report the results of these efforts.
- Hired a part-time Waste and Diversion Compliance Officer, expanding both our enforcement capacity as well as our ability to carry out program updates, expansions, and improvements
- Received a \$38,000 MA Department of Environmental Protection (DEP) Sustainable Materials Recovery grant called the Recycling Dividend Program, with funding designed to continue to support waste diversion activities

Performance / Workload Indicators

	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Estimated
Administration				
Purchase Orders processed	1,310	1,259	1,265	1,300
Water/Sewer bills generated	50,340	50,890	50,420	50,500





Program Description

- The Engineering Division has the following responsibilities:
- Coordination and preparation of technical designs, engineering plans, and specifications for municipal infrastructure improvements and other capital projects.
- Oversee contracted construction projects, including field inspections and administrative requirements.
- Inspection for construction quality assurance within public properties and roadways, including inspection of trench and property restoration work by private contractors and other utilities.
- Provide recordkeeping and update plans for Town roadways, sidewalks, water/sewer lines, parks, and infrastructure.
- Technical support and construction oversight assistance for the Department of Public Works and other Town Departments, including the Planning and Community Development and Recreation Departments.
- Overseeing and managing Traffic Signals maintenance contractor.
- Reviewing, preparing reports on, and regulating the impact of private developments on our water/sewer and storm water utilities, roadways, sidewalks, and other Town assets.
- Performing private way improvement cost estimates and assisting the Select Board Office with the betterment process.

Budget Statement

This is a level-services budget.

PROGRAM COSTS

Engineering	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Personnel Services	318,297	333,385	357,971	360,396
Expenses	36,852	11,249	88,500	88,500
Total	355,149	344,634	446,471	448,896

STAFFING

Engineering	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Managerial	0	0	0	0
Clerical	0	0	0	0
Professional/Technical	4	4	4	4
Public Works	0	0	0	0
Total	4	4	4	4

FY2023 Objectives

- Continue coordination for implementation of the construction of the Mystic Street Bridge over Mill Brook. Awaiting design modifications post Mass Department of Transportation (DOT) final review. Next step will involve coordination for Utility Company utility relocations. Construction is anticipated to commence in 2023.
- Prepare construction specifications and contract documents and coordinate, supervise and monitor annual construction projects: road rehabilitation, water rehabilitation, curb/walk & ramp improvement projects, and other miscellaneous projects as needed.
- Implement annual road rehabilitation projects utilizing updated pavement condition assessment and pavement management system to identify locations and identify additional areas suitable for pavement preservation techniques and accessibility improvements.
- Work with Environmental Team to review requirements to update Town Regulations, By-Laws and report preparations in conjunction with MS4 Permit requirements. MS4 permits authorize cities, counties, or other governmental entities to discharge stormwater collected by their storm sewer systems to waters of the United States. Recent permit requirement updates were made to increase the quality of water being discharged to local water bodies.
- Oversee and coordinate environmental quality monitoring and inspections to ensure compliance with MS4 permit, further implement efficient and effective stormwater management requirements and controls to progress towards meeting the MS4 permit for the stormwater system.
- Coordinate and monitor annual sewer rehabilitation and capital improvements. Supervise, review, and direct Sewer System Investigation and Planning Program (SSIPP) performed by Engineering Consultant and coordinate needs of Water/Sewer Division with the SSIPP.



Objectives (cont.)

- Maintained commitment to perform, coordinate and/or assist the preparation of the following administrative, regulatory and financial requirements:
 - Environmental Protection Agency
 - Municipal Separate Storm Sewer System (MS4) Annual Report.
 - Massachusetts Department of Conservation & Recreation (DCR)
 - Bi-Annual Arlington Reservoir inspection
 - Emergency Action Plan Updates
 - Massachusetts Department of Transportation (MassDOT)
 - Chapter 90 Administration; Funding and Reimbursement
 - Assistance with DOT Grants and Construction including:
 - Safe Routes to Schools Program. Grant of approximately \$1M awarded to the Town for improvements near the Stratton School.
 - Municipal Small Bridge Program: \$500,000 toward the reconstruction of Mystic Street Bridge over the Mill Brook.
 - Annual Municipal Highway Access Permit
 - Massachusetts Water Resources Authority (MWRA)
 - Annual Municipal Discharge Permit
 - Annual Sanitary Sewer Questionnaire/Survey
 - Emergency Response Plan; updates & training
 - MWRA Loan Assistance; Water & Sewer
 - Massachusetts Department of Environmental Protection (DEP)
 - Annual Statistical Report Sanitary Survey for water distribution system
- Assist the Transportation Advisory Committee (TAC) with project planning, review of issues, project designs, and coordination and prioritization of Complete Streets Projects. Also, work with Transportation Planner to review TAC items and perform site analysis and support in determining safety requirements and conditions.

Road, water and sewer projects are listed at www.arlington.gov/projects.

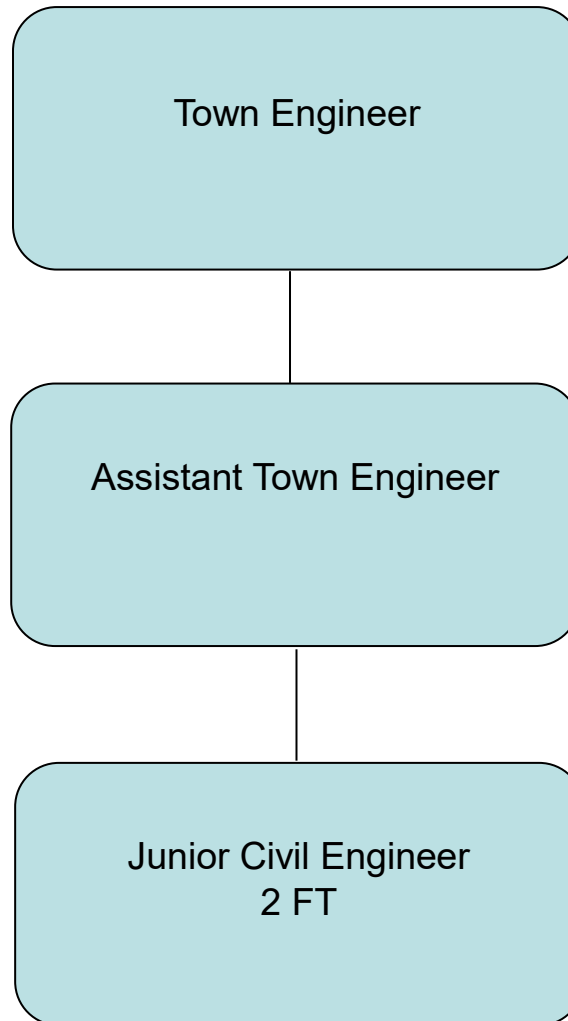
Major Accomplishments for 2021

- Performed oversight and monitoring for Town Capital Projects; road rehabilitation, pavement preservation, water rehabilitation, sewer

- rehabilitation, stormwater improvements, sidewalk construction, pavement markings and curb & accessibility work.
- Worked with other Town Departments to provide technical input and assistance for new and on-going projects, including Arlington High School, Reservoir Beach Projects and Wellington Park. etc.
- Managed Street Opening Permit Program and monitored on-going utility construction projects by contractors and major utility providers in Town right of ways including Eversource, Verizon and National Grid. Oversight was performed in cooperation with the Water Division and Police Department. This included reviewing and administering work conditions and requirements including outreach, traffic management, trench repairs and annual trench inspection program.
- Administered Traffic Signal Maintenance & Street Light Maintenance contract, receiving and directing maintenance for traffic signals, street lights, lighting projects and transfer requirements of street lights and National Joint Utilities Notification System Double Pole management system, through phone, email, Request Answer Center.
- Completed construction of the Lake Street and Bike Path Traffic Signal Project for a new multimodal signalized intersection.
- Provided technical resource and necessary project and plan review to assist Water Division including; DEP sanitary sewer survey, site plan reviews, unidirectional flushing program, capital water planning and transfer to GIS data collection of cross-connection inspection program.
- On-going scanning and cataloging to digitize plans and records in an electronic format, including upgrade, organization and usability of system in conjunction with GIS System.
- Coordinated construction of the 2021 Green Infrastructure Improvement Project which included the installation of 34 infiltration trenches designed to remove contaminants from stormwater runoff and improve water quality in the Mystic River in accordance with MS4 permit guidelines. This work was funded by a CZM Grant of \$85,000.

Performance / Workload Indicators

Engineering	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Estimated
Roadways Rehabbed/Paved, linear feet	20,394	27,705	23,682	27,363
Sidewalks replaced, linear feet	10,544	8,625	6,815	10,400
Granite Curb- Placed or Replaced linear feet	5,798	5,910	1,400	7,600



**Program Description**

The Cemetery Division is responsible for the care and maintenance of the Mt. Pleasant Cemetery and the Old Burying Ground. The Mt. Pleasant Cemetery is an active cemetery comprising 62 acres of land and accommodates an average of 200 burials per year. The Old Burying Grounds is an inactive, historical community cemetery of six acres. Three volunteer Cemetery Commissioners make recommendations to the Town Manager on rules, regulations, and fees.

Budget Statement

The Cemetery Department Personnel Services decreases \$3,767 due primarily to filling a vacant position at a lower pay step.

The Expense budget is a level-services budget. An increase of \$30,000 is offset by an increase in the Offset funding.

PROGRAM COSTS

Cemetery	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Personnel Services	226,921	179,645	274,178	271,310
Expenses	133,482	126,642	162,500	192,500
Total	360,403	306,287	436,678	463,810

STAFFING

Cemetery	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Managerial	0	0	0	0
Clerical	1	1	1	1
Professional/Technical	0	0	0	0
Public Works	3	3	3	3
Total	4	4	4	4

FY2023 Objectives

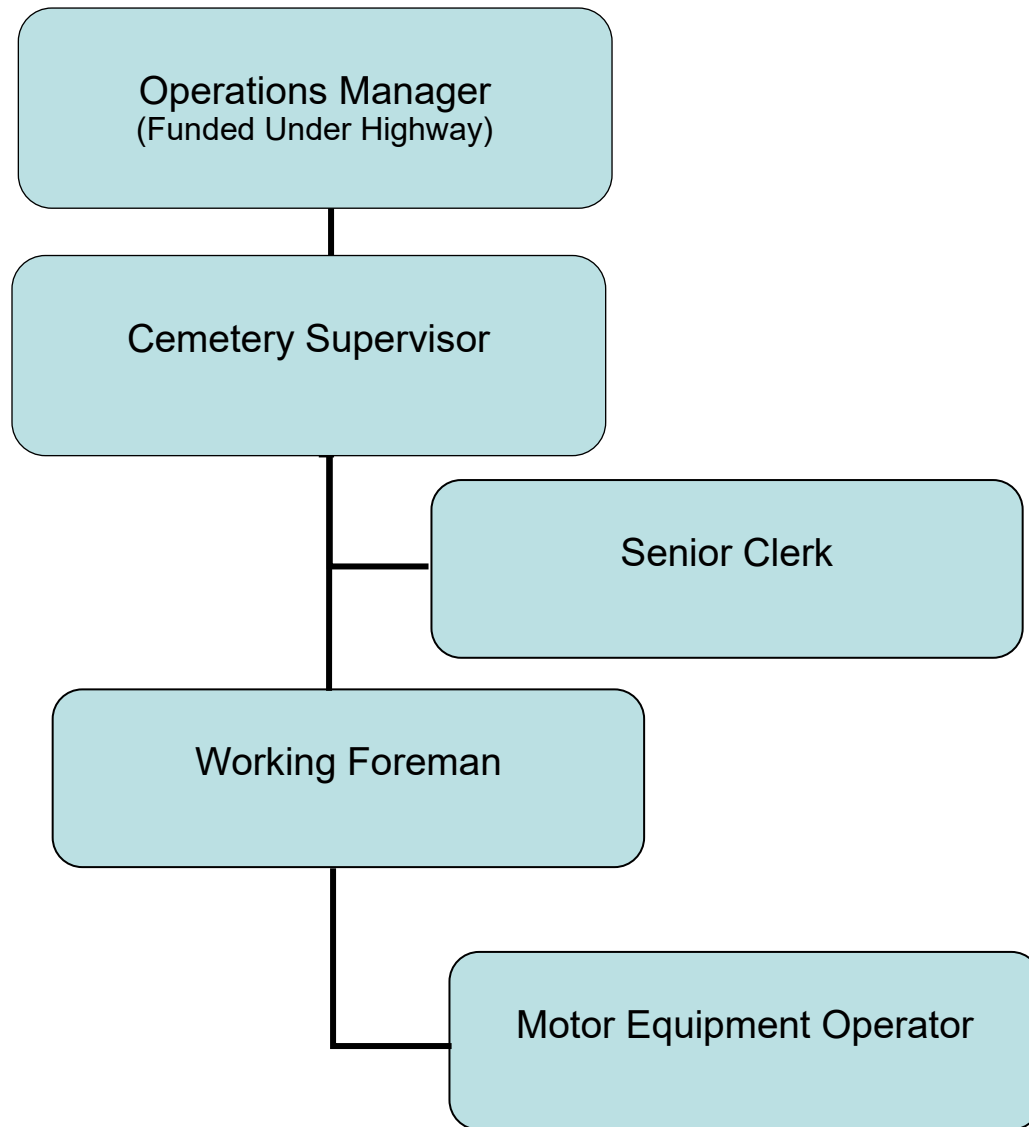
- Pursue grant funds to improve Mill Brook Bridge crossing and address bank erosion.
- Paint gate along Medford Street property line.
- Begin evaluation for expanding columbarium space.

Major Accomplishments for 2021

- Completed installation of new street signs throughout cemetery.
- Completed repairs to historic burial vaults and with support from CPA, began construction of improvements within the Old Burying Grounds.
- Planted 15 trees throughout Mt. Pleasant.
- Defined a "Green Field" area for cremation burials.
- Performed 139 earth burials and 105 cremains burials.

Performance / Workload Indicators

Cemetery	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Estimated
New Grave Sales	37	45	42	40
Funeral Excavations/Closures	215	227	244	200
Loam & Seed - Areas restored	385	295	253	300
Headstones Straightened	114	85	50	200
Restore/Place markers	96	101	82	100
Foundations Repaired/Constructed	39	33	20	25
Flowers / Bushes - Areas Planted	104	47	45	75





Program Description

The Natural Resources Division provides management, care, and maintenance of the Town's open space lands, public parks, playgrounds, and athletic fields. The primary facilities include nineteen (19) athletic fields, twenty-six (26) playgrounds, and parks including Reservoir Beach, North Union Spray Pool, Menotomy Rocks Park, McClellan Park, Town Hall Gardens, Minuteman Bike Path, Broadway Plaza, and the Whittemore-Robbins grounds. The division also maintains plantings and lawn care in twenty-one (21) traffic islands. The Tree Division is responsible for the management, care, and maintenance of more than 19,000 public trees.

Budget Statement

This is a level-services budget.

PROGRAM COSTS

	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Natural Resources				
Personnel Services	938,282	938,400	1,194,884	1,197,760
Expenses	331,639	429,376	549,000	549,000
Maintenance Town Fields	44,680	65,600	50,000	60,000
Total	1,314,601	1,433,376	1,793,884	1,806,760

STAFFING

	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Natural Resources				
Managerial	2	2	2	2
Clerical	0	0	0	0
Professional/Technical	0	0	0	0
Public Works	16	16	16	16
Total	18	18	18	18

FY2023 Objectives

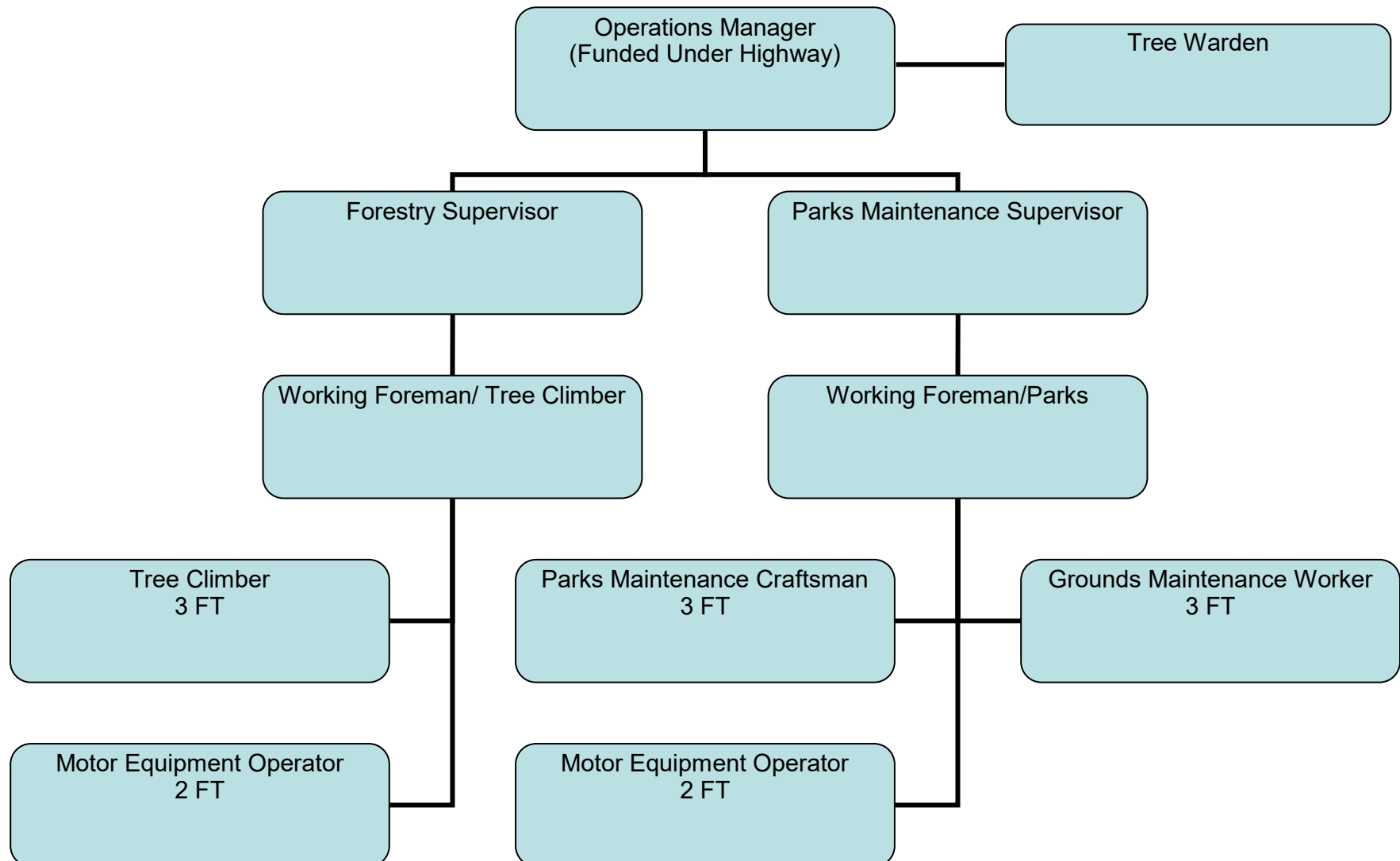
- Continued planting of larger trees annually in addition to Street Tree Program.
- Begin implementation of remote monitoring systems for field irrigation systems.

Major Accomplishments for 2021

- Planted 424 trees. The number of planted trees exceeded the annual goal of 300. This was done to make up for a shortfall the previous year related to the Covid Pandemic.
- Continued treatment of at-risk trees against Emerald Ash Borer insects.
- Maintained "Tree City USA" designation from the National Arbor Day foundation. Arlington has been a "Tree City USA" community since 2001. Awarded a "Growth Award" (third year in a row) for additional work in protecting and providing for trees in Arlington.
- Maintained sidewalks adjacent to Town properties throughout the winter.
- Worked with Arlington Tree Committee to support Community Tree Planting Program. Partnership to provide discounted trees for planting on private property (57 trees distributed).
- Continued the Adopt-A-Tree pilot program in collaboration with the Arlington Tree Committee and Amazing Arlington Volunteers. The program allows individuals to "adopt" a tree using a web based program. Those who are involved with the program commit to water their adopted tree, can name it and submit photos for display on the Arlington Tree Committee website of its progress.

Performance / Workload Indicators

	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Estimated
Natural Resources				
Trees Planted	322	154*	424	400
Trees Removed	228	179	112	200
Stumps Removed	229	215	159	200
8 Large Parks Maintained (acres)	66.3	66.3	66.3	66.3
(acres)	20.5	20.5	21.0	21.0
20 Landscaped Traffic Islands (acres)	1.8	1.8	1.8	1.8



**Program Description**

The Highway Division responsibilities include:

- Maintenance and repairs to Town streets and parking lots, including paved surfaces, curbs, sidewalks, shoulders, guard rails, bridges, stairs, and grass edges.
- Maintenance and installation of traffic lines, traffic and parking signs.
- Maintenance and repairs to Town drainage systems including pipes, culverts, catch basins, manholes, and waterways (both concrete and vegetated channels).
- Street sweeping services.
- Oversight of Solid Waste services including trash/recycling collections, bulky items collection /disposal, waste fill disposal, and hazardous waste programs.

Budget Statement

Personnel Services decreased by \$45,944 due primarily to filling of vacant positions at a lower pay steps.

The request for Highway expenses is level-services.

PROGRAM COSTS

Highway	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Personnel Services	1,368,689	1,365,173	1,618,017	1,572,569
Expenses	488,639	474,079	638,000	653,000
Total	1,857,328	1,839,253	2,256,017	2,225,569

STAFFING

Highway	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Managerial	2	2	2	2
Clerical	0	0	0	0
Professional/Technical	0	0	0	0
Public Works	21	21	21	21
Total	23	23	23	23

FY2023 Objectives

- Continued coordination with DPW Facility construction project to maintain high level of operations. Significant attention will be needed on snow/ice response and vehicle fueling operations during construction.

Major Accomplishments for 2021

- Patched over 1,300 potholes.
- Cleaned approximately 3,207 catch basins (with the assistance of contracted help).
- Highway staff twice swept all the streets in Town with weekly sweeping of Business districts in season.
- Replaced over 7,435 feet of sidewalk (concrete and asphalt combined)
- Repaired/replaced 38 catch basins/manholes.
- Responded to 18 snow events totaling approximately 50 inches of accumulation.
- Placed 150 sand barrels Town wide for winter season for use by Arlington residents.
- Delivered tax bills to post office for Treasurer's Office.
- Constructed Parklets at several locations, increasing outdoor dining

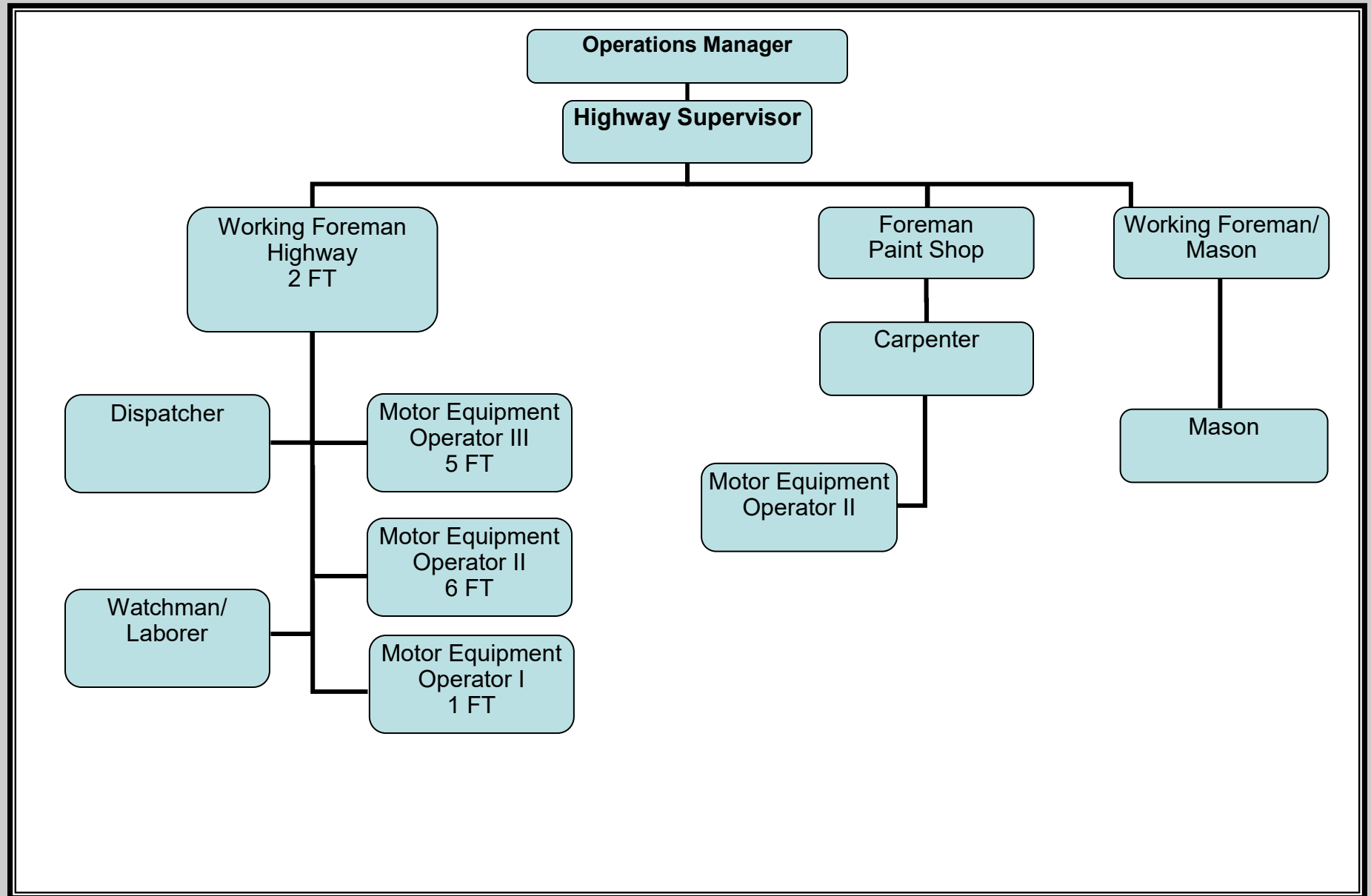
Performance / Workload Indicators

Highway	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Estimated
Patch Potholes in tons	1,175	1,000	1,300	1,250
Sidewalk Patching	407	455	425	500
Repair Catch Basins / Manholes	36	35	38	50
Clean Catch Basins	610	3810***	3,207***	3,000
Install / Repair Street Signs	741	960	1,044	650
Make Specialty Signs	118	260	241	150
Pave Trenches	180	175	105	200
Sidewalk Replacements in linear feet	8,300	1,300*	7,435	8,000
Curb Work in linear feet	450	380	330	500
Painted Traffic Lines - 24" in linear feet	26,720	34,114	35,406	27,000
Painted Traffic Lines - 12" in linear feet	4,200	4,560	4,447	4,000
Painted Traffic Lines - 4" in linear feet	870	2,840	134,390**	1,500
Traffic Painted Symbols	70	139	98	100

*Quantity was down due to ongoing pandemic

** Significant amount of contracted work performed required on periodic basis

***Includes cleaning done by Contracted service





Program Description

The Snow and Ice Division is responsible for clearing snow and ice during and after winter storms.

FY2023 Objectives

- Maintain streets, sidewalks, parking areas and walkways for which the Town is responsible, during and after snow events.
- Work on acquiring long term solution for snow storage location.

Budget Statement

The request for Snow and Ice Removal funds is level funded. Annual increases have been made in recent years in an attempt to build the fund to match the 5 year spending average.

Major Accomplishments for 2021

- Responded to 18 weather events totaling approximately 50 inches of accumulation.
- Significant response to increase in ice events.

PROGRAM COSTS

Snow and Ice Removal	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Snow and Ice Removal	708,058	1,220,622	1,172,013	1,172,013
Total	708,058	1,220,622	1,172,013	1,172,013

Performance / Workload Indicators

Snow and Ice	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Estimated
Plowing/Sanding Storms	9	5	8	6
Sanding Only Storms	15	6	10	15
Inches of Snow	43	24	50	52

**Program Description**

Oversees Solid Waste services, including trash/recycling collections, bulky items collection/disposal, yard waste, waste fill disposal, and hazardous waste programs.

Budget Statement

The request for Solid Waste expenses are increased by \$260,537, due primarily to anticipated cost increases associated with a new solid waste collection contract in FY23.

PROGRAM COSTS

	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Solid Waste				
Solid Waste	3,452,213	3,579,235	4,011,675	4,272,212
Total	3,452,213	3,579,235	4,011,675	4,272,212

FY2023 Objectives

- Sign a favorable solid waste and recycling contract that continues to move the town towards the state's Solid Waste Master Plan goal to reduce disposal statewide by 30 percent over the next decade, with a long-term goal of achieving a 90 percent reduction in disposal by 2050.
- Realign Arlington's trash and recycling program to follow state best practices, including a restructuring of waste volume allowance, equipment, and fee schedule.
- Succeed in implementing forthcoming new state laws banning textiles and mattresses from the municipal solid waste stream, and create recycling programs that are convenient and affordable to our residents.
- Continue to encourage the diversion of food scraps from the solid waste stream, expanding to multifamily dwellings.
- Continue building on popular reuse programming such as bike collections, Fixit Clinics, clothing swaps, and the new Swap Shed, and include trial collections of latex paint and clean wood.

Objectives (cont.)

- Initiate a study of Arlington's curbside trash and recycling composition, establish protocols that can be used for ongoing monitoring and improvement of outreach and education.

Major Accomplishments for 2021

- Received Technical Assistance grant (80 hours) from MA Department of Environmental Protection to assist the town in preparing for a new solid waste and recycling contract for FY23.
- Food Scrap Diversion programs: continued Feed FiDO program without interruption, distributed an additional 500 starter kits for new curbside subscribers, and continued the discounted backyard compost bin program
- Provided discounted rain barrel program in partnership with New England Rain Barrel.
- Expanded reuse programming to include a seasonal, weekly Swap Shed, and renamed the waste diversion activity location as the Reuse & Recycling Center.
- Participated in the Minuteman Household Hazardous Waste collection event in Lexington, offering eight annual opportunities for residents to divert toxic materials from the environment.

Performance / Workload Indicators

	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Estimated
Solid Waste (tons)				
Solid Waste	12,262	12,225	12,433	12,500
Yard Waste	2,521	3,045	3,435	3,000
Recyclables	4,994	5,175	5,027	5,000

**Program Description**

The Motor Equipment Repair (MER) Division maintains a fleet of over 150 Town vehicles. Tasks include preventative maintenance, breakdown repairs, and tire management.

Budget Statement

This is a level-services budget.

PROGRAM COSTS

Motor Equipment Repair	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Personnel Services	416,307	400,933	448,058	448,170
Expenses	167,666	142,339	187,000	187,000
Total	583,973	543,272	635,058	635,170

FY2023 Objectives

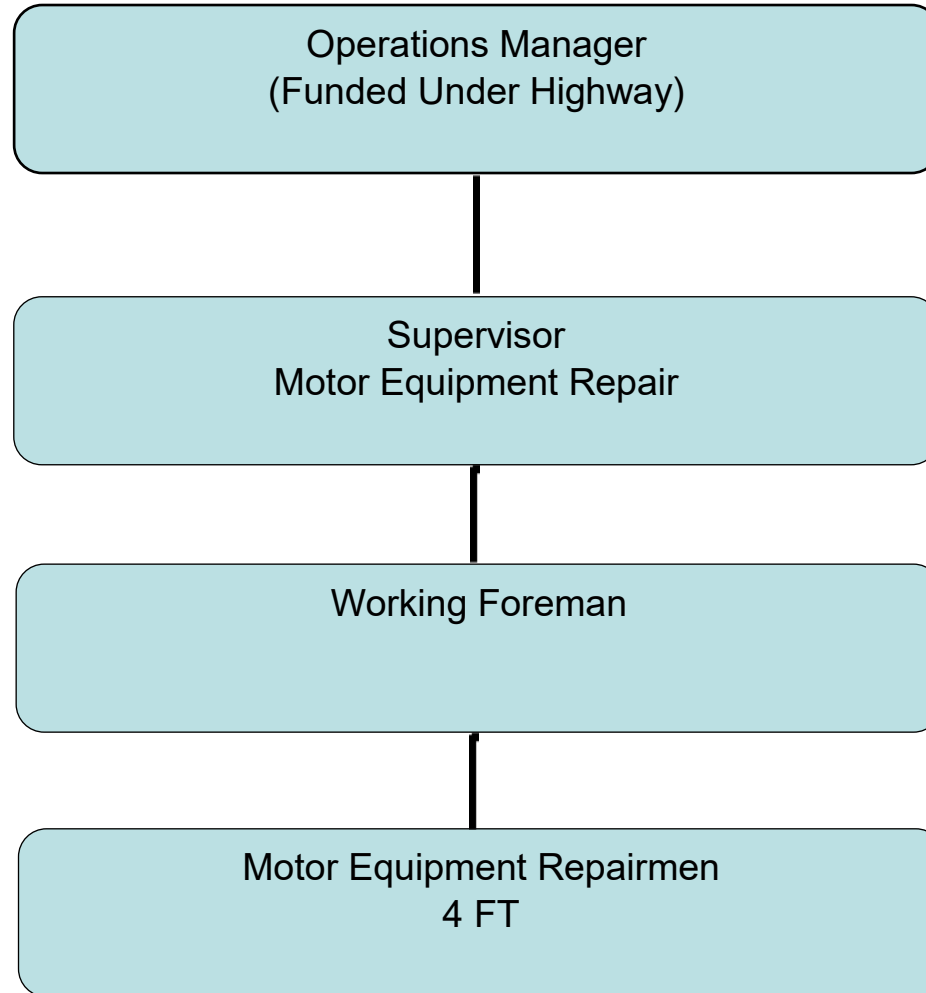
Close coordination with construction of new DPW Garage Facility.

Major Accomplishments for 2021

- Assisted with compliance for DEP VW Settlement Grant. (Intended to replace older less efficient diesel vehicles). Grant award amount over \$275,000 applied to the purchase of 4 vehicles. Vehicles to be replaced were disassembled and destroyed in compliance with grant requirements.
- Acquired new Department vehicles; 1 ton pickup with plow, 2wd 33,000gvw dump truck w/plow, 4wd-44,000gvw sander, backhoe/Loader, Tree Dept. boom truck, and utility body pickup.
- Provided preventative maintenance and repairs on 150 motor vehicles.
- Maintained snow and ice vehicles during snow events.

STAFFING

Motor Equipment Repair	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Managerial	1	1	1	1
Clerical	0	0	0	0
Professional/Technical	0	0	0	0
Public Works	5	5	5	5
Total	6	6	6	6



**Program Description**

The Administration Division oversees the contracted maintenance of the Town streetlights. In 2006, the Town purchased the streetlights from NSTAR (now Eversource) and has since realized considerable savings by contracting out maintenance work. This budget also covers the costs of electrical power usage and the contracted maintenance of traffic signal systems, which is overseen by the Engineering Division.

Major Accomplishments for 2021

- Prepared contract for continued painting of signal equipment throughout sections of Town.
- Upgraded pedestrian signal actuators at several locations for compliance with ADA regulations

Budget Statement

This is a level-services budget.

PROGRAM COSTS

Street Lights/ Traffic Controls	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Personnel Services	-	-	-	-
Expenses	216,411	216,834	230,000	230,000
Total	216,411	216,834	230,000	230,000

FY2023 Objectives

- Repair/replacement of pedestrian scale lighting at Brattle Square, Cooke's Hollow and Massachusetts Avenue from Mystic Street to Robbins Memorial Library.
- Progress design of long term improvements to the intersection of Massachusetts Avenue and Appleton Street.
- Continued program of updating older traffic signal control equipment.



COMMUNITY SAFETY

POLICE • FIRE • SUPPORT SERVICES •
INSPECTIONAL SERVICES



Program Description

The Police Department has the following primary responsibilities:

- Protection of the lives and property of all citizens.
- Preservation of the peace.
- Prevention of crime and disorder.
- Identification and prosecution of violators of the law.
- Plan for and supervision of public safety at special events, parades, elections, etc.
- Response to and management of all critical incidents and emergencies.
- Support of regional and national homeland security strategies.
- Collaboration with community stakeholders to creatively address quality of life concerns and the fear of crime.
- Protection of the individual rights of all persons within the Town of Arlington.

The Police Mission:

To promote, preserve, and deliver quality services and to ensure the safety of **ALL** members of our community.

Our Values:

This mission is a commitment to quality performance from all members. It is critical that all members understand, accept, and be aligned with the responsibilities established by this mission. It provides the foundation upon which all operational decisions and organizational directives will be based. Directives include rules, regulations, operating policies, procedures, and practices.

This mission represents the commitment of this administration to the concepts of quality performance management. In other words, members are expected to work consistently in a quality manner in the daily performance of those duties, job responsibilities, and work tasks associated with this mission. Quality manner means that performance outcomes comply with the performance standards established for the Arlington Police Department and for each associated member.

Program Description (cont.)

Examples of performance standards include the oath of office, code of ethics, rules, policies, procedures, directives, general and supervisory orders, work productivity, and behavior.

Each member is required to accept the responsibility for the achievement of this mission and publicly register his or her commitment to it and to the concepts of quality service.

Budget Statement

The Department consists of the following divisions and work units:

Support Services Division
Community Services Division (Patrol)
Professional Standards and Accreditation Unit
Criminal Investigation Bureau
Traffic and Parking Unit
Animal Control Officer/Animal Inspector
Jail Diversion Program

These seven divisions are funded with a level-services budget.

PROGRAM COSTS

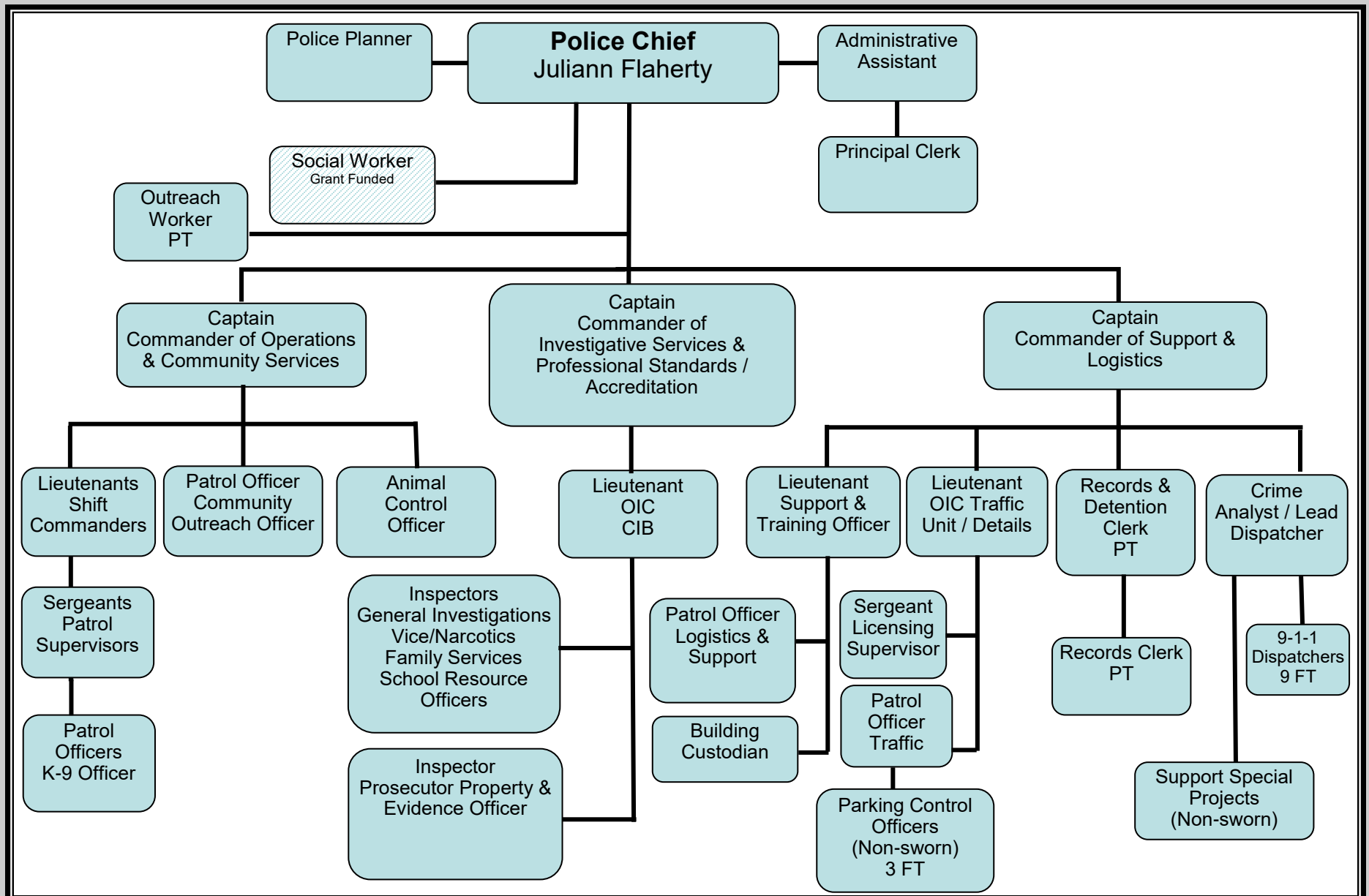
	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Police				
Personnel Services	7,600,607	7,355,654	8,053,973	8,160,655
Expenses	624,386	630,446	754,050	726,050
Total	8,224,993	7,986,100	8,808,023	8,886,705

Fiscal Year 2023 Budget



Police Department

STAFFING				
Police	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Chiefs	1	1	1	1
Captains	3	3	3	3
Lieutenants	6	6	6	6
Sergeants	9	9	9	9
Police Officers	49	49	49	49
Parking Control Officers	2.8	2.8	2.8	2.8
Animal Control Officer	1	1	1	1
Social Worker	0.5	0.5	0.75	0.75
Dispatchers	10	10	10	10
Clerical	4.29	4.29	4.29	4.29
Total	86.57	86.57	86.82	86.82





FY2023 Objectives

The Community Services Division patrols all sectors of town, identifying and preventing criminal activity, and maintains a police presence to serve as a deterrent of crime. The members of this division also serve as initial investigators and first responders to all critical incidents and administer all programs aimed at developing partnerships and problem solving in the community.

- Provide professional services to all community members while working to minimize the fear and negative perception associated with crime.
- Virtually and in person meet with neighborhood groups, business owners, and property owners to address the quality of life issues that arise throughout the town.
- Host a Citizens Police Academy to educate and engage residents, utilizing an in person or virtual format. Possibly utilizing a hybrid version of the two models.
- Foster innovative partnerships with the Human Rights Commission, LGBTQIA+ Rainbow Commission, and Disability Commission to enhance partnerships with all members of the community.
- Host virtual and/or in person programs for women in self-defense education using the RAD (Rape, Aggression, Defense Systems) model. Possibly utilizing a hybrid version of the two models.
- Provide education at community meetings around strengthening home security and deterring crime through target-hardening strategies.
- Host community outreach events to enhance community relationships, inclusion and partnerships.
- Provide information and site patrols to manage security of Arlington High School throughout construction and phasing.

Major Accomplishments for 2021

- Maintained the priorities of effective law enforcement response for all calls for service during the COVID-19 pandemic with police response to over 685 calls for service involving calls related to the pandemic.
- Utilized data gathered and analyzed by the department's crime analyst to reduce crime, enhanced roadway safety, and address quality of life issues.
- Using our data, we worked closely with the Department of Public Works, TAC, and Planning to address ongoing issues in the area of Massachusetts Avenue and Appleton St to reduce bicycle crashes by temporary traffic control devices.
- Enhanced community policing efforts and engagement through increased use of directed patrols to include foot patrols, bicycle patrols, motorcycle patrols and ATV patrols. Officers regularly patrolled on the Minuteman Bikeway and recreational parks in town allowing for more interaction with community members and providing safety education.
- Partnered with the Greater Boston Regional Critical Incident Stress Management Team to provide peer support and counseling to officers who have experienced traumatic events or were affected by loss.
- Expanded homeless outreach, by assigning a liaison officer to the homeless population areas. This officer conducted weekly outreach throughout the community to the homeless population. We partnered with Somerville Homeless Coalition for this endeavor.

Fiscal Year 2023 Budget



Police Department Community Services Division

Performance / Workload Indicators

	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Estimated
Community Services (Patrol)				
Robbery	5	5	2	2
Burglary	35	22	30	36
Rapes	4	3	1	2
Motor Vehicle Theft	6	13	9	8
Larceny	231	202	188	253
Shoplifting	24	39	31	20
Assaults	90	83	62	68
Assault and Battery on a Police Officer	0	1	3	2
Criminal Arrests	107	73	61	40
Criminal Summons	81	56	50	60

Performance / Workload Indicators

	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Estimated
Dispatch				
Calls For Service	29,032	25,156	21,281	27,492

**FY2023 Objectives**

Professional Standards & Accreditation Unit is responsible for preventing employee misconduct, conducting all internal investigations, and the developing and implementing departmental rules and regulations. The unit is also responsible for ensuring compliance with state standards and police accreditation.

- Prepare for 2023 tri-annual accreditation by the Massachusetts Police Accreditation Commission, Inc.
- Transition to a new accreditation team and manager.
- Implement programs that focus on our most vulnerable population including homeless, those suffering from substance use disorder, and those with behavioral health concerns. A full time social worker works closely with our homeless population providing resources and tools needed to secure housing and employment.
- Enhance capability of accreditation software program in an effort to take full advantage of the effective maintenance of standards, crucial documents, training, and assignments.
- Continuously review and update policies and procedures to reflect changes in Federal Laws, Massachusetts General Laws, Municipal Law Enforcement, municipal bylaws, community needs, and as required by the Massachusetts Police Accreditation Program.
- Ensure all policies and procedures fall within Peace Officer Standards and Training (POST) guidelines under the new police reform laws.
- Supervise the Community Prescription Drug Take Back Program at Arlington Police Department with the goal of developing new ways to get unwanted medications out of homes, such as scheduled home visits and Senior Center events.
- Focus on eliminating absenteeism, poor work performance, and misconduct through officer wellness programs, employee training, and supervisor leadership training.
- Research early intervention software tracking for personnel.
- Maintain Profession Standard Review File for submission to POST as police reform laws require.

Major Accomplishments for 2021

- Maintained compliance with the standards and mandates set forth by the Massachusetts Police Accreditation Commission (MPAC) for a fully accredited law enforcement agency.
- Unwavering commitment to the Arlington Opiate Outreach Initiative and its goal of reducing opiate overdoses and the stigma associated with addiction in our community. Our Jail Diversion Clinician has assisted hundreds of community members with resources for successful recovery.
- Developed new policies to proactively navigate the department through new and challenging issues that face law enforcement, our community, and personnel including Use of Force and De-escalation policy.
- Educated personnel in new departmental policies, procedures, and accreditation standards.
- Assisted Massachusetts Police Accreditation Commission in assessing various departments throughout the state for certification/ accreditation compliance.
- Conducted comprehensive audit/inventory of all evidence and property held by the Arlington Police Department as required by the Massachusetts Police Accreditation Commission.
- Assisted those suffering from behavioral health conditions through our Jail Diversion Program and Mental Health/Law Enforcement Learning Site, which has been recognized nationally. Our Clinician Co-response model has been duplicated by other departments across the country.
- Secured grant funding to provide Rapid Housing for seven Unsheltered/Homeless individuals within the community.
- Conducted weekly outreach to provide services to our homeless population.
- Collated all documents pertaining to professional standards reviews for mandated submission to POST for compliance with police reform laws.

**FY2023 Objectives**

Criminal Investigations Bureau is responsible for the follow up investigation of all crimes. The Bureau's goals include the protection of persons, the identification, apprehension and successful prosecution of criminal offenders, the recovery of property, and the prevention of crime through hard work, perseverance, and use of modern forensic technology.

- Assign an Inspector to follow-up on all criminal complaints filed by the patrol division and those complaints filed with the department's online report writing system, where residents are able to complete a report on our town website for certain categories of incidents.
- Address controlled substance drug abuse. This includes the assignment of Inspectors to both the DEA (Drug Enforcement Agency) at the Federal level, and the SMCDTF (Suburban Middlesex County Drug Task Force) at the local level.
- Work in partnership with Communities for Restorative Justice (C4RJ) to offer offenders and victims of crime an alternative to the traditional criminal court through participation with C4RJ and the Middlesex District Attorney's Office Young Adult Diversion Program as an alternative to the traditional criminal justice system.
- Work in partnership with the Arlington Youth Health & Safety Coalition to address juvenile-related issues & conducting alcohol compliance checks.
- Obtain training for the Inspectors to be able to utilize the most current technology to assist in the apprehension of criminals.
- Partner with the Council on Aging and the various stakeholders to ensure that seniors are aware of the various larcenous scams, and the ways to lessen the risks to their personal financial security.
- Assign an Inspector as the Police Prosecutor to handle all arrests, civil and criminal motor vehicle citations, probable cause hearings, and to act as liaison between the Arlington Police Department and the various courts along with the Middlesex District Attorney's Office.
- Identify and address High Risk Domestic Violence situations by working with our partners and stakeholders in the towns' FIRSTSTEP Program and our regional partners at Cambridge Arlington Belmont High Risk Assessment Team (CABHART).
- Work with the Town to monitor compliance of existing recreational marijuana shop while assisting with coordinating the opening of a second.

Major Accomplishments for 2021

- Detectives investigated over 840 reports of criminal activity.
- The Family Service Unit investigated over 188 domestic violence-related incidents.
- Audited and administered the Town of Arlington Sex Offender Registry.
- Participated in multi-jurisdictional drug task force investigations, which resulted in numerous arrests and indictments. Detectives assigned participated in numerous search warrants, which resulted in heroin, fentanyl, cocaine, methamphetamine, and other controlled substances being seized.
- Participated in the drafting of and execution of numerous search warrants.
- Participated in the destruction of over 800 lbs. of prescription medication collected through the combined efforts of the Drug Take Back Kiosk located in the Police Station Lobby and the Drug Take Back Event.
- Investigated over 806 reports of identity theft reported to the department, via online and in person reporting.

Performance / Workload Indicators

Criminal Investigation Bureau	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Estimated
Licenses to Carry/FID	267	211	345	240
Missing Persons Investigations	236	43	45	52
Domestic Violence	192	194	188	140
Criminal Investigations	1,260	933	841	760
Level 2 & 3 registered Sex Offenders monitored	16	12	8	8



FY2023 Objectives

Traffic & Parking Unit is responsible for safety education and enforcement of all laws relating to traffic and parking within the Town of Arlington. This unit also represents the Arlington Police Department on the Transportation Advisory Committee.

- Expand the Traffic Unit capacity by assigning sworn personnel and increasing the hours of operation to cover both the day and night shifts.
- Use high-visibility enforcement to improve operator compliance and reduce motor vehicle crashes.
- Reduce the number of injuries due to motor vehicle crashes by enforcement and education of seatbelt laws.
- Increase bicycle and pedestrian safety through education and enforcement. Extra patrols to be funded through the Massachusetts Executive Office of Public Safety and Security (EOPSS) Traffic Safety Grants related to impaired driving, speeding, distracted driving, and occupant protection.
- Increase parking enforcement in the business districts with no parking meters to ensure vehicle turnover and availability of customer parking.
- Work with and support the Town Manager's Office and the Select Board's Office work on parking, traffic, and other quality of life issues affecting the community.
- Partner with the Department of Planning and Community Development on community transportation and traffic safety initiatives.
- Work with the Transportation Advisory Committee (TAC) on various transportation related projects to include sustainability initiatives.
- Continue to collect traffic data, including vehicle speeds, volume, and/or classification, as requested, to improve roadway conditions.
- Maintain collaborations with outside agencies such as MASSDOT (Safe Routes to Schools, Highway Safety Division, etc.) and AAA.
- Maintain and monitor the electronic ticket writing system to maximize the efficiency of new technologies including pay by phone.
- Continue to work with our community partners in DPW, the public utilities, and private contractors to ensure traffic and pedestrian safety on upcoming major infrastructure improvements.

Major Accomplishments for 2021

- Coordinated with our partners in the Department of Public Works redesign of the Appleton St./Mass Ave. intersection.
- Participated in MASSDOT Highway Safety Division Bicycle and Pedestrian Safety Grant Providing education and enforcement opportunities at major intersections throughout town.
- Participated in Mass-DOT Highway Safety Division Traffic Safety Grant with particular emphasis on impaired driving, distracted driving, occupant safety, and speed enforcement.
- Conducted numerous traffic counts in locations in town, providing valuable data and feedback to other government entities and neighborhood groups.
- Assisted with our partners in the Arlington School Department to facilitate school crossings, drop off, and pick up.
- APD Traffic Unit conducted annual training for the traffic supervisors and orientation for new employees.
- Partnered with AAA on projects such as the School Safety Patrol and testifying at the State House in support of various traffic-related legislative bills including Primary Seatbelt Law.
- Supervised safe, efficient traffic flow and ensured pedestrian safety for several major public works and public utility infrastructure project.

Performance / Workload Indicators

	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Estimated
Traffic				
Hackney Licenses Issued New	6	1	1	1
Parking Violators	17,425	11,183	8,316	14,451
Moving Violations	1,657	1,221	144	1,500

*Estimates for 2021 far below typical due to COVID

**FY2023 Objectives**

The Animal Control Officer/Animal Inspector enforces all laws relating to control and care of animals, investigates reports of animal cruelty, facilitates conflict resolution pertaining to animal complaints, investigates animal bites, quarantines animals that have bitten or have been bitten by an unknown source, and provides education and assistance with domestic and wild animals.

- Work throughout Arlington to promote animal health and safety through educational programs, social media posts, and community engagement.
- Work with school and youth groups to offer educational programs with the goal of creating ongoing long-term learning and kindness for animals.
- Assess the needs of low income and elderly pet owners for rabies vaccines and/or spay/neuter services. Provide vouchers for no cost spay/neuter services under the Commonwealth's Massachusetts Animal Fund.
- Work closely with the Parks Department and Board of Health in areas of canine control, hoarding, zoonotic disease, and rabies control.
- Explore hosting a rabies clinic for low-cost rabies vaccinations.
- Investigate reports of dog bites, animal related noise complaints, and off leash violations.
- Educate and expand upon the dog license program.
- Use new data base to improve recording of dog bites, dog licensing, rabies vaccines, and canine complaints.
- Partner with the recreation department and concerned residents on the implementation of a plan to reduce fishing line discarded at waterways.

Major Accomplishments for 2021

- Provided quality services to community during COVID-19 pandemic as animal related calls drastically increased due in part to an increase of residents working from home.
- Conducted interviews and webinars with local media outlets to educate the public on the safety and behavior of domestic and wild animals.
- Supplied numerous residents access to assistance programs for low-cost or free spay/neuter.
- Addressed increased volume of service calls and provided guidance related to rodents.
- Worked with the Board of Health to provide chicken coop and dog kennel inspections.
- Increased animal-related social media posts to media channels to increase awareness, educate, and assist in reuniting lost pets with their owners.
- Hosted virtual meetings with youth groups to provide education regarding animals, what it means to be a responsible pet owner, and leaving no trace when out in nature.
- Partnered with the Town Clerk's Office on the implementation of a new data base to accurately track canine license, bite, and complaint data.

Performance / Workload Indicators

	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Estimated
Animal Control				
Animal Complaints	538	334	223	192
Humans Bitten/Scratched by Dogs	10	23	13	40



FY2023 Objectives

The Arlington Police Department Jail Diversion Program (APD JDP), created in 2010, is a collaboration between the police department and a mental health clinician from The Edinburg Center. Together, we focus on creating alternatives to arrest and jail detention for individuals who come in contact with the police and could benefit from mental health and substance abuse services or other social services.

- Identify and provide alternatives to arrest and criminal prosecution for persons suffering from mental health and substance use issues.
- Respond to Community calls for service to provide crisis assessment, crisis counseling, outside referral, and involuntary commitments to hospitals emergency departments, as needed.
- Remain focused on Arlington's homeless population through outreach initiatives and other collaborative interventions.
- Provide requested technical assistance to other law enforcement agencies and departments through the Police Assisted Addiction and Recovery Initiative (PAARI) and the Mental Health Learning Site status.
- Partner with PAARI to bring a full time Recovery Coach to APD to assist community members and families who are in need of services involving Substance Use Disorder.
- Partner with the Department of Mental Health to research opportunities for grant funds to add a mental health clinician to assist with our vulnerable population residing in group homes and Arlington Housing Authority Properties.
- Coordinate the Opiate Outreach Initiative through our two-pronged approach of:
 - Follow up with persons who have overdosed in the community and provide outreach to known substance users.
 - Continue to host monthly meetings and special events where residents can be trained to administer the lifesaving drug, Narcan.

Major Accomplishments for 2021

- Provided support and resources to the Arlington Community during the COVID19 Pandemic.
- Provided guidance of Arlington Police Department's Jail Diversion Program Training to out of state departments as a designated Law Enforcement Mental Health Learning Site.
- Provided NARCAN and presented Arlington Opiate Overdose Training to community members.
- Assisted unsheltered persons with services and resources.
- Responded to and/or followed up with an average of 35 mental health/substance use community calls monthly assisting residents in need of behavioral health services with treatment options.
- Responded with Arlington Health Inspectors to multiple homes with hoarding concerns and assisted with resources.
- Facilitated Section 35's through the Cambridge District Court for community members without other options.
- Provided multiple police departments written program information and PowerPoint presentation on starting co-responder programs of their own.



FY2023 Objectives

- Train officers annually in de-escalation techniques and biased-free policing.
- Expand on-line training to have all sworn officers conduct annual in-service training on-line/remotely.
- Conduct training for newly-promoted officers to properly fill their new roles in the department.
- Process candidates for 6 vacancies, including backgrounds, physical agility tests, psychological testing and oral boards.
- Modernize civilian fingerprinting and gun licensing process with automated finger print machine.
- Explore rotating hybrid vehicles into the marked vehicle fleet with the goal of greater sustainability.
- Research non pain compliance devices to reduce the potential for injury to non-compliant arrestees.

Major Accomplishments for 2021

- Procured and issued first responders personal protective equipment to keep officers and community safe during the pandemic.
- Recruited, hired, and trained four new police officers.
- Ensured compliance with training mandate requirements to maintain POST certification per Police Reform Legislation.
- Conducted several trainings including:
 - Anti-Defamation League (ADL) Law Enforcement Seminar
 - Working with LGBTQIA+ Community
 - MAWLE (MA Assoc. of Women in Law Enforcement)
 - Criminal Reform Act Training
 - Cultural Diversity and Bias Training for Public Safety
 - Procedural Justice & Implicit Bias Training
 - ABLE Training (Active Bystandership for Law Enforcement)
 - SRO compliance training for Police Reform
 - Public Records compliance training for Police Reform
 - Shades of Brown and Blue Training
 - Stand Against Racism Training
- Hosted Matthew Shepard Foundation training, focusing on hate crimes, investigation and prosecution. Open to community partners.
- Ensured training continued through online training platform as COVID-19 limited the number of in-person training options.
- Successfully completed another accident-free work zone construction year.
- Processed 345 License to Carry Firearms (LTC)/Firearms Identification Card (FID) applications, issued 23 Solicitor Licenses and 1 Hackney License.



Program Description

The Arlington Fire Department's primary functions are the prevention of fire, preservation of life and property, and the overall wellness of the community. These functions are achieved through code enforcement and inspections. Being an all-hazards service, the department will respond to and mitigate any emergency to which our customers request our assistance. Planning for local emergencies, whether natural (i.e., hurricanes) or human-made (i.e., terrorist events), has become an integral component of this department's yearly mandate. The Fire Department is dedicated to the health of our community. Our FF/EMT's respond with both an ambulance and the closest fire apparatus to assess and mitigate all medical emergencies. Community education, such as the Student Awareness of Fire Education Program (SAFE), and the Juvenile Fire setters Intervention Program (JFIP) helps us contribute to the wellness of our customers.

The Department is broken down into two Divisions, Suppression and Operations. Suppression, or line personnel, are the 74 firefighters and officers tasked with responding to emergency calls, public education, inspections of property, drills, training, pre-fire planning, and the daily maintenance of the Department buildings, apparatus, and equipment. The Operations Division is made up of the three Fire Officers assigned to day shifts and mainly oversees Fire Prevention, Training, and EMS. The Fire Prevention Deputy oversees building inspections, code compliance, permitting, school safety, public education, and interaction with public vendors, contractors, and citizens. The Training Captain is responsible for internal and external Departmental training and certifications. He is also responsible for all apparatus, protective gear, and equipment inventory, and serves as the Keeper of Records. The EMS Captain is responsible for training, maintaining, and certifying all Department Emergency Medical Technicians and Paramedics, and is responsible for all EMS licensing, vehicle certification, and inventory of EMS equipment and supplies.

Budget Statement

The Fire department is currently staffed at 74 personnel. It is budgeted for 81 personnel. In the start of FY23 there will be 73 personnel assigned to suppression duty and one firefighter vacancy, three members assigned to staff duty, two mechanics, one administrative assistant, and one Chief of Department. We anticipate no retirements in FY23.

PROGRAM COSTS

Fire	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Personnel Services	7,299,596	7,199,032	7,513,304	7,530,039
Expenses	371,404	401,951	437,400	427,400
Total	7,671,000	7,600,982	7,950,704	7,957,439

FY2023 Objectives

- Continue to provide programs such as the Fire Investigation Unit, Vial of Life, and Student Awareness Fire Education (SAFE).
- Expand the SAFE program to educate middle school students on the dangers of vaping, alcohol, and drugs. Use SAFE funding for more programs for senior citizens.
- Continue with annual Fire and Life Safety Inspections of commercial properties including nursing homes and preschools.
- Purchase new frontline Engine to replace 20yo+ Seagrave Engine.
- Upgrade of existing Zetron fire station notification system.
- Purchase EJaws – Electric auto extrication equipment allows the department to decrease its carbon footprint by eliminating the use of fuel and hydraulic fluids.
- Complete implementation of new electronic records and reporting system.
- Replace Emergency Managements Air Supply vehicle and Lighting vehicle consolidating into one Air Supply/Lighting/Rehab unit.
- Replacement of Park Circle mechanical systems with new energy efficient equipment.
- Complete EMT recertification of department members.
- Purchase ten sets of Personal Protective Equipment (PPE) as part of the department's PPE replacement program.
- Complete hiring process and Fire Academy training of eight recruits.
- Complete radio repeater upgrade at Turkey Hill sight.
- Continue to oversee Fire and Life Safety planning of the new High School.
- Ensure compliance with OSHA requirements.
- Train with the Arlington Police Department, local and State agencies, and private partners to implement an Active Shooter/Hostile Event Response (ASHER) coordinated incident plan.



Objectives (cont.)

- Continue to identify opportunities for the improvement and streamlining of department processes.
- Continue to look for and promote existing collaborative efforts with other departments such as the CPR training of School and Town employees and supporting Health and Human Service's Homeless Outreach programs.
- Research and secure alternative sources of funding to continue smoke/carbon monoxide detector program for Senior Citizens.

Major Accomplishments for 2021

- Assisted in COVID vaccination clinics by providing EMT's and administering vaccination shots.
- Implemented policies and procedures to protect both the members of the AFD and the citizens of Arlington from COVID, including quarantining staff to a specific fire house, removed jumping houses during a shift and twice a day temperature and COVID screening. Implemented the "one firefighter in" policy limiting potential exposure for both the firefighters and the patient.
- Member of the Manger's COVID Response team.
- Member of the Core Racial Equity Team.
- Member of the Homelessness Task Force and its Impact Team.
- Member of the Human Services Network.
- Participated in and completed three-part series on Disrupting Racism.
- Recipient of a \$20,000 Fire Safety and Equipment Grant.
- Recipient of a \$15,000 Emergency Management Planning Grant.
- Recipient of a \$9,000 Student Awareness and Fire Education Grant.
- Acquired and placed into service new frontline ambulance, new AED's, and a LUCAS chest compression system.
- Installed the Stryker Power Stretcher system into Rescue1 which drastically limited patient contact in response to the COVID epidemic and will decrease firefighter injuries caused from lifting.
- Began the process of designing a new air supply/lighting unit for purchase in FY23.
- Began the process of identifying, purchasing, and implementation of a Records Management System.
- Began process of interviewing, vetting, and hiring of eight Firefighter recruits.
- Identified and removed all firefighting foam products containing PFAS and replaced with a firefighter- and environmentally-safe product.
- Continued use of online smoke detector inspection scheduling system for sale of homes which has been well-received by real estate agents and homeowners. The online system has improved the efficiency of department operations and has provided more control to our customers.

Fiscal Year 2023 Budget



Fire Department

Major Accomplishments (cont.)

- Continued use of the online training program Prodigy to provide the required continuing education to the Department's Firefighter/EMT in a virtual setting, allowing firefighters to continue training during COVID.
- Integral role in design and development of fire protection systems for the AHS and DPW projects.
- In coordination with the Health and Human Services, School Department, and Recreation Department, trained and certified over 74 people in Arlington businesses and organizations, School, and Town employees in CPR, AED, Tourniquet, and Narcan training programs.
- Continued annual Fire and Life Safety inspections of over 300 commercial properties.
- Inspected over 638 residences to ensure proper smoke/carbon monoxide detector installation.
- Performed Fire and Life safety inspections of 41 high-rise buildings.

STAFFING

Fire	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Chiefs	1	1	1	1
Deputy Chiefs	5	5	5	5
Captains	7	7	7	7
Lieutenants	15	15	15	15
Firefighters	50	50	50	50
Professional/Technical	2	2	2	2
Clerical	1	1	1	1
Total	81	81	81	81

Performance / Workload Indicators

Fire Department	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Estimated
Emergency Calls	5,150	4,749	4,737	5,000
Rescue Response	3,272	2,456	2,412	2,600
Overlapping Calls	1,282	1,208	1,266	1,200
Private Ambulance ALS/BLS	1,179	1,685	1,054	1,100
Average Response Times	3m 15s	2min 59s	3min 34s	3min 15s
Average Time Rescue Calls	31min 41s	33min 58s	34min	32min
Fire Calls	122	106	92	100
Average Total Time Fire Calls	38m 38s	43min 54s	46min	45min
Loss Property	\$3.7 million	\$4.7 million	\$2.9 million	\$3 million
SAFE Students Taught	3,905	3,952	*0	*3,900

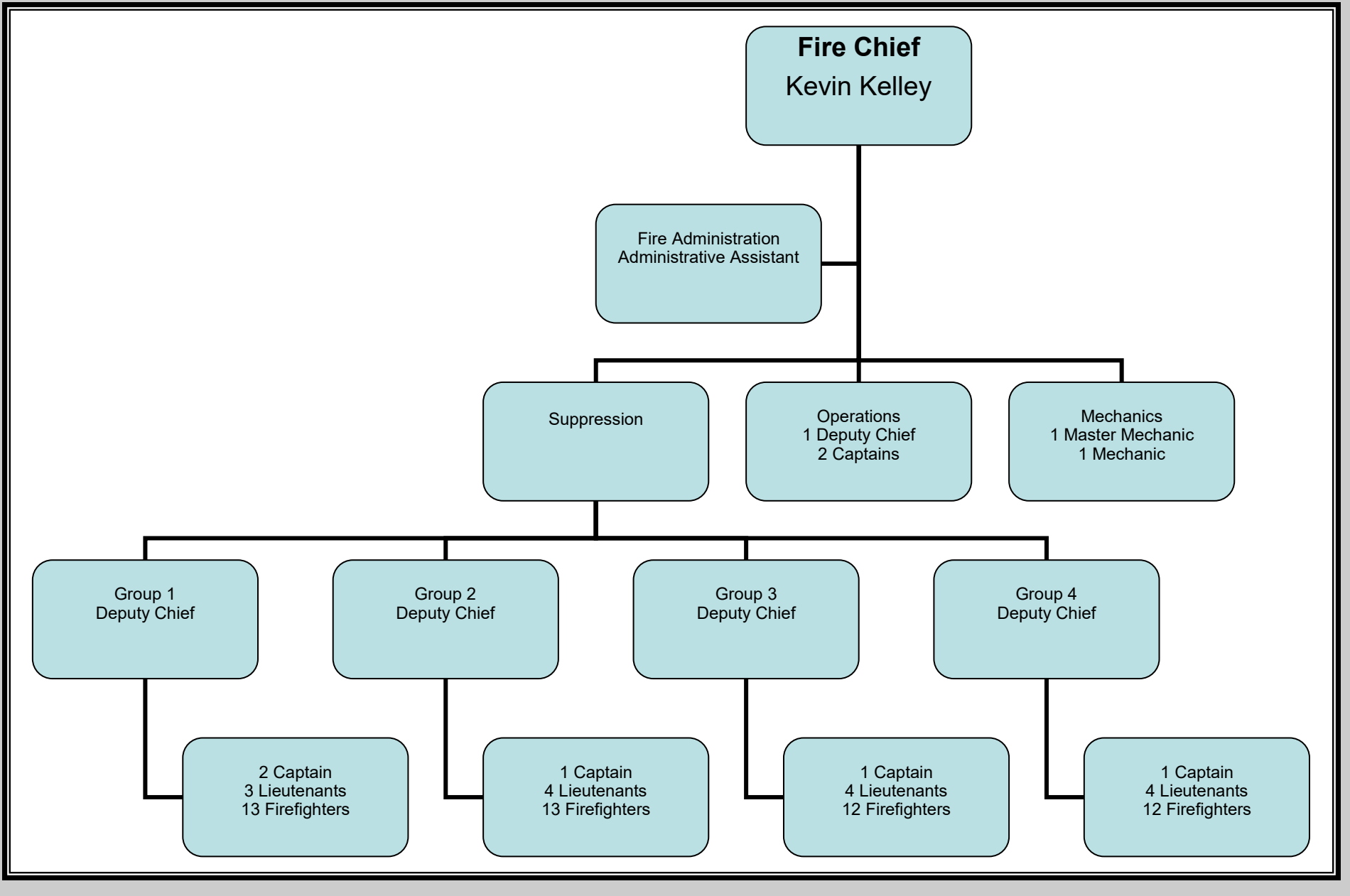
*Subject to COVID restrictions

Performance / Workload Indicators

Fire Prevention	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Estimated
Hours of School Fire Drills	50	21	0	50
Hours of Fire Protection System Inspection	545	436	775	700
Hours Strategic/Tactical Ops Plan.	34	38	41	41
Permits Issued	903	732	1,099	1,000
Permits Issued Revenue	\$ 46,995	\$ 39,015	\$ 57,130	\$ 55,000

Performance / Workload Indicators

Fire Training	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Estimated
Training Sessions	202	181	136	200
Training Hours	1,010	905	680	1,000
Total Attendees	1,694	1,475	1,569	1,500





Program Description

The Inspectional Services Department is responsible for enforcement of the Commonwealth of Massachusetts's Building, Electrical, and Plumbing and Gas Codes, as well as all related regulations, standards, and Town Bylaws. Additionally, the Inspectional Services Department implements strategic projects as assigned by the Town Manager.

Budget Statement

Inspectional Services maintains a level-funded budget.

PROGRAM COSTS

Inspectional Services	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Personnel Services	505,404	594,721	532,553	483,872
Expenses	8,807	7,873	15,200	15,200
Total	514,211	602,595	547,753	499,072

STAFFING

Inspectional Services	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Managerial	1	1	1	1
Clerical	1	1.7	1.7	1.8
Professional/Technical	4	3.6	3.6	3.5
Total	6	6.3	6.3	6.3

FY2023 Objectives

- Streamline the process for fulfilling public record requests.
- Continue to administer the Vacant Storefront Registry Program with the Department of Planning and Community Development.
- Initiate a process to begin digitizing existing files, including restructuring the organization of files by address versus year. This

Objectives (cont.)

- process will help streamline processing the fulfillment of public records requests etc.
- Explore options for an online building permit system in coordination with the Information Technology Department.
- Inform builders and residents of bylaw amendments recently approved by the Attorney General, such as Accessory Dwelling Units and exemptions for building energy efficient homes.
- Work with the Department of Planning and Community Development on future bylaw amendment proposals.
- Explore ways to make information regarding upcoming large projects more accessible to the public, in coordination with the Department of Planning and Community Development.
- Create FAQ or other general information section online that answers questions and provides examples through illustration.

Major Accomplishments for 2021

- Issuance of permit for demolition of the existing High School and construction of the remainder of the new building. Continued inspections for construction of the new high school.
- Final phase of inspections for mixed-use buildings at the Downing Square Broadway Initiative (DSBI) at 117 Broadway, and 19R Park Ave, which will provide 48 units of affordable housing for the community.
- Issued permits for 27 new single-family and 8 new two-family home permits and 21 mixed use residential units.
- Issued and inspected 113 solar panel installations, an increase of 10 from last year.
- Performed annual inspections of 32 beer and wine licenses.
- Performed annual inspections of 29 daycare facilities.
- Participated in Zoning Bylaw Working Group, discussing possible changes or amendments to add clarity and accessibility to the bylaw for the general public.
- Continued enforcement of the "Good Neighbor" agreement per Town bylaws for certain residential construction projects.
- Continued work with the Tree Warden on enforcement of the Tree

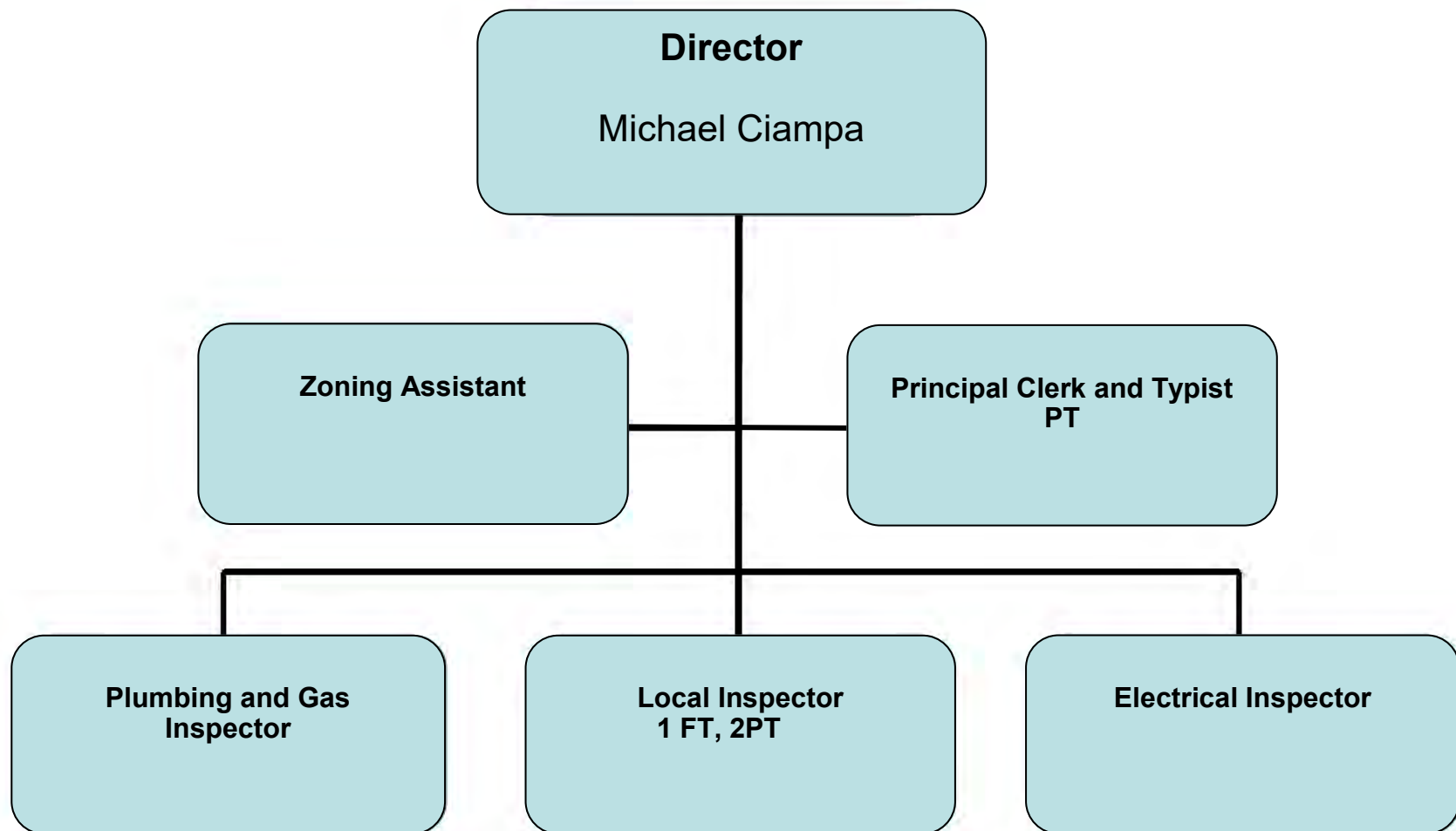
**Major Accomplishments (cont.)**

Bylaw and incorporating information on tree regulations into building permit applications

- Continued work with the Engineering Department on enforcement of stormwater management and erosion control regulations.
- Work with Planning & Community Development Department on accessory dwelling unit application process.
- Updated Inspectional Services web page with inclusive building permit application packets
- Created database for tracking building permit applications from submittal to issuance to ensure applications are reviewed in the order they were received.
- Initiated inspection reports for tracking daily inspections, which records the general information of the inspections, site conditions and any special conditions that may be relevant later.
- Inspectional Services continued to maintain daily full operations during COVID period while abiding with all state and local regulations.

Performance / Workload Indicators

Inspectional Services	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Estimated
Building	1,996	1,801	1,898	2,100
Wiring	1,170	1,093	1,110	1,200
Gas	733	662	613	675
Plumbing	925	816	756	830
Roof Mounted Solar	101	123	113	125
Electric Vehicle Charger	12	23	16	18
Energy Storage Systems	3	2	6	7
Certificate of Occupancy	40	20	15	17
Certificate of Approval	572	332	434	480
Certificate of Inspection	27	57	29	31
Pod Permits	39	36	27	30
Dumpsters	112	100	58	64
Residential projects exceeding \$200,000 building cost	62	49	68	55
Total Value	\$85,309,966	\$95,398,765	\$281,539,215	\$309,693,137
Revenues	\$1,898,024	\$1,725,183	\$ 1,808,685	\$1,989,554





LIBRARIES



Program Description

The Robbins Library and the Fox Branch Library create opportunities for lifelong learning, meaningful connection, and discovery for all. The library offers a wide range of collections and services to meet Arlington's evolving interests and needs. Reference assistance and reader's advisory services are offered in person and via email, chat, and phone. Library staff maintain efficient recordkeeping for over 200,000 items in the physical collection and access to over 120,000 titles in the digital library through shared resources of the Minuteman Library Network (MLN) and resources purchased exclusively for Arlington cardholders. The library promotes curiosity and a love of reading in children, teens, and adults, and programming that supports formal learning as well as entertainment and personal growth.

Budget Statement

The total projected FY23 budget will meet the state municipal appropriation requirement for library certification, which in turn affords Arlington residents borrowing privileges at local libraries and through the Minuteman Library Network interlibrary loan system.

This is a level-services budget.

PROGRAM COSTS

	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Libraries				
Personnel Services	1,946,516	1,950,457	2,130,989	2,141,051
Expenses	456,536	507,285	538,880	517,880
Total	2,403,052	2,457,741	2,669,869	2,658,931

FY2023 Objectives

The library completed a new Strategic Plan in 2021, and the following objectives were defined by community feedback. The complete plan can be found on the library website, robbinslibrary.org.

- Reevaluate and explore the expansion of library hours with specific attention to weekends, Thursday mornings, and the Fox Library.
- Continue developing an action plan for incremental and long-term physical upgrades at both libraries to better serve and support people of all abilities and build towards the "Reimagining Our Libraries" vision, as resources allow.

Additional objectives:

- Proceed with plans to divest the library of the Winfield Robbins Art Prints collection.
- Continue as a partner within the Human Services Network, a coalition of Town departments and non-profit social services organizations working to identify and stabilize vulnerable community members by connecting families and individuals to resources that promote healthy living.

Major Accomplishments for 2021

- Restored library services as pandemic conditions permitted. On April 5, Robbins Library reopened for short-term, limited-capacity browsing with an online reservation system and a greeter station to monitor capacity. With the Governor's emergency order lifting in June 2021, Robbins Library and Fox Branch Library fully reopened with regular hours and most services. In-person programs resumed in September 2021, with safety measures.
- Completed a new Strategic Plan for Arlington's Libraries. A new strategic plan is created every 4-6 years based on extensive community feedback and data and use it to guide year-over-year activities. The plan considers the Town Master Plan, community surveys and focus groups, and library statistics. Having a current plan on file with the Massachusetts Board of Library Commissioners (MBLC) makes the library eligible for state grants.
- Created a digital repository, Elevating Arlington's Voices of Color, in support of Town-wide Diversity, Equity, and Inclusion efforts. In partnership with the DEI Director and the Arlington Commission for Arts and Culture, the library will continue seeking contributions for this unique and dynamic collection.

**Major Accomplishments (cont.)**

- Expanded the Arlington Reads Together selection committee to include a DEI Division representative, two Arlington High School students, and school librarians. Through a new grant partnership between the Arlington Libraries Foundation and the Arlington Education Foundation, the library brought Dr. Beverly Daniel Tatum to Arlington audiences and educators via Zoom in March 2021. Over 200 attendees heard Dr. Tatum speak on her seminal work *Why Are All the Black Kids Sitting Together in the Cafeteria?*
- The updated Sora app launched with K-12 students, a schools-specific Overdrive digital content platform. Through Sora, students can link their school accounts to the Minuteman Library Network and search the library's collection of thousands of titles in addition to the schools' content. Thanks to promotion and outreach efforts by school librarians, Arlington's Sora collection is the most heavily used in the region.
- Within the MLN, Arlington had the 4th highest use of digital content in FY21 after Cambridge, Newton, and Brookline.
- Added a "readalongs" collection in the Children's Room. Readalongs are picture books enhanced with a simple audio MP3 player that allows children to listen and follow along.
- Continued the popular Grab Bags materials reservation system, invented during the shutdown to increase access to library collections. Library users can request materials for themselves or their children by filling out a simple online form, and librarians put together curated materials for them.
- Planned much-needed improvements to the library's "third branch," robbinslibrary.org, awarding a redesign contract to a highly qualified Arlington-based firm. The new site launches in 2022.
- Implemented a new public PC time management and printing system at both branches. Users can book computer sessions in advance using an app, or on site. Payment options for print jobs now include Google pay, Apple pay, credit card, and cash.
- Improved safety and security at both branches with a keycard entry system at the Robbins Library and security cameras at the Fox Library. Camera access is limited to the Director and IT Manager, and public notices are posted.
- Continued being an active partner in the Housing Corporation of Arlington's Human Services Network, a coalition of Town departments and non-profit social services organizations working to identify and

Major Accomplishments (cont.)

- stabilize vulnerable community members by connecting families and individuals to resources that promote healthy living.
- Supported public art projects in and around the Robbins Library and Fox Branch Library, in partnership with the Arlington Commission for Arts and Culture.
- Renovated the Staff Lounge at the Robbins Library, replacing 30-year-old carpeting with vinyl tile and enhancing the functionality of the space with new furniture and appliances. The facility is also used by caterers and groups who rent the Robbins Library Reading Room for private events.
- Coordinated with ACMi to make library-produced videos of virtual programs available to wider audiences.
- Partnered with Arlington EATS to provide age-appropriate giveaway books to families receiving meals in July and August.

STAFFING

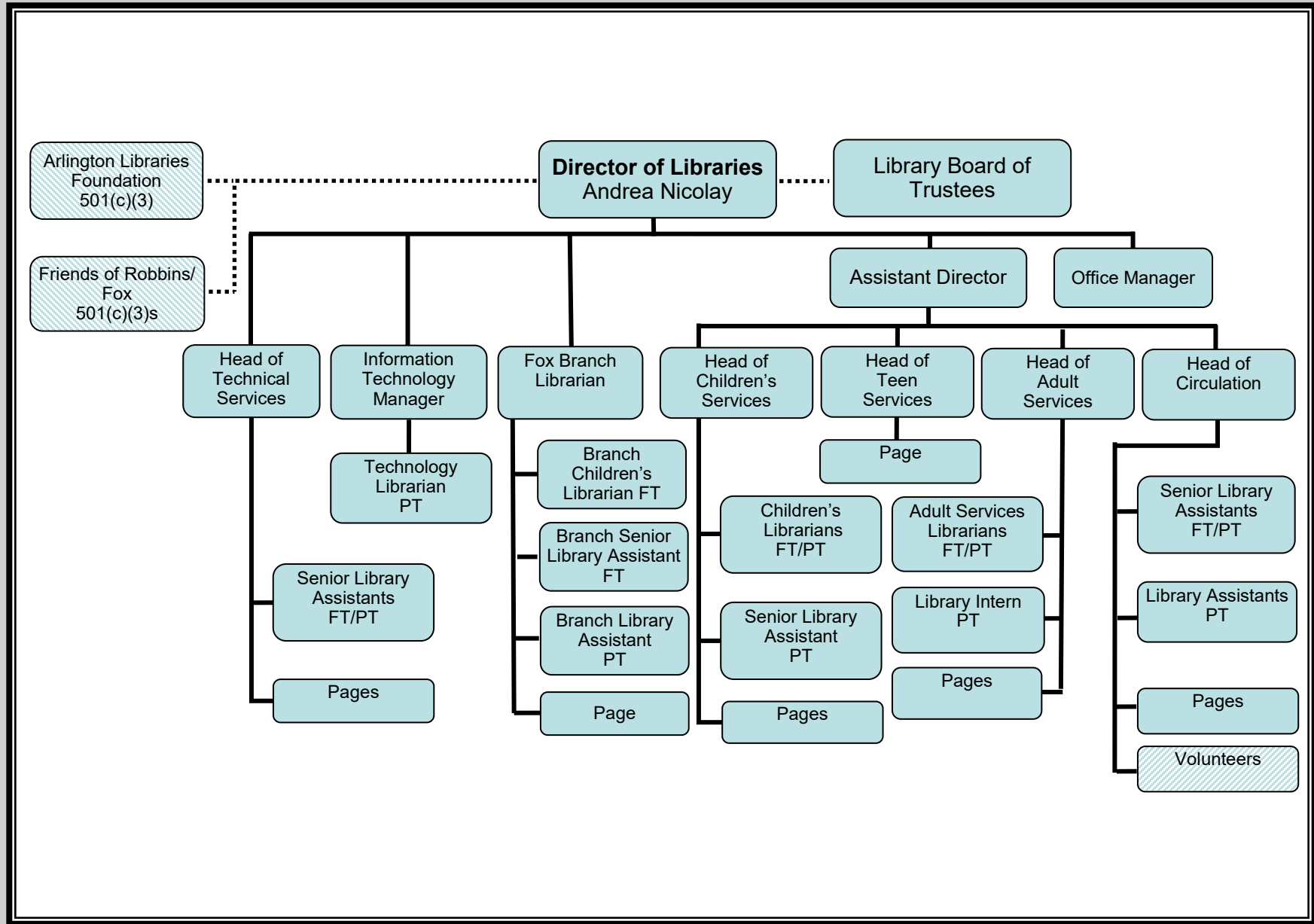
Libraries	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Managerial	1	1	1	1
Clerical	14.5	15	15	15
Professional/Technical	15	14.8	14.8	14.8
Custodial/Bldg. Maint.	0	0	0	0
Total	30.5	30.8	30.8	30.8

Performance / Workload Indicators

Library	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Estimated
Library Trust funds expenditure	\$104,017	\$136,367	\$181,591	\$227,935
Public/private grant funds secured*	\$153,753	\$98,879	\$120,677	\$150,000
Total circulation	749,636	669,692	707,033	775,000
Physical materials	643,004	520,080	516,134	600,000
E-content	106,632	149,612	190,899	175,000
Interlibrary loans processed	153,964	125,143	390,553	150,000
Reference questions answered	70,609	45,556	6,686	70,000
Children's programs	467	361	221	300
Adult and YA programs	236	236	137	200
Visits to Robbins Library	343,421	204,156	68,189	250,000
Uses of Meeting Rooms	1,471	684	0	500

*Includes grants from Arlington Libraries Foundation and Friends of the Robbins Library.

Fox Shop offset included in Personnel Services. For State Aid to Libraries--see Cherry Sheet.





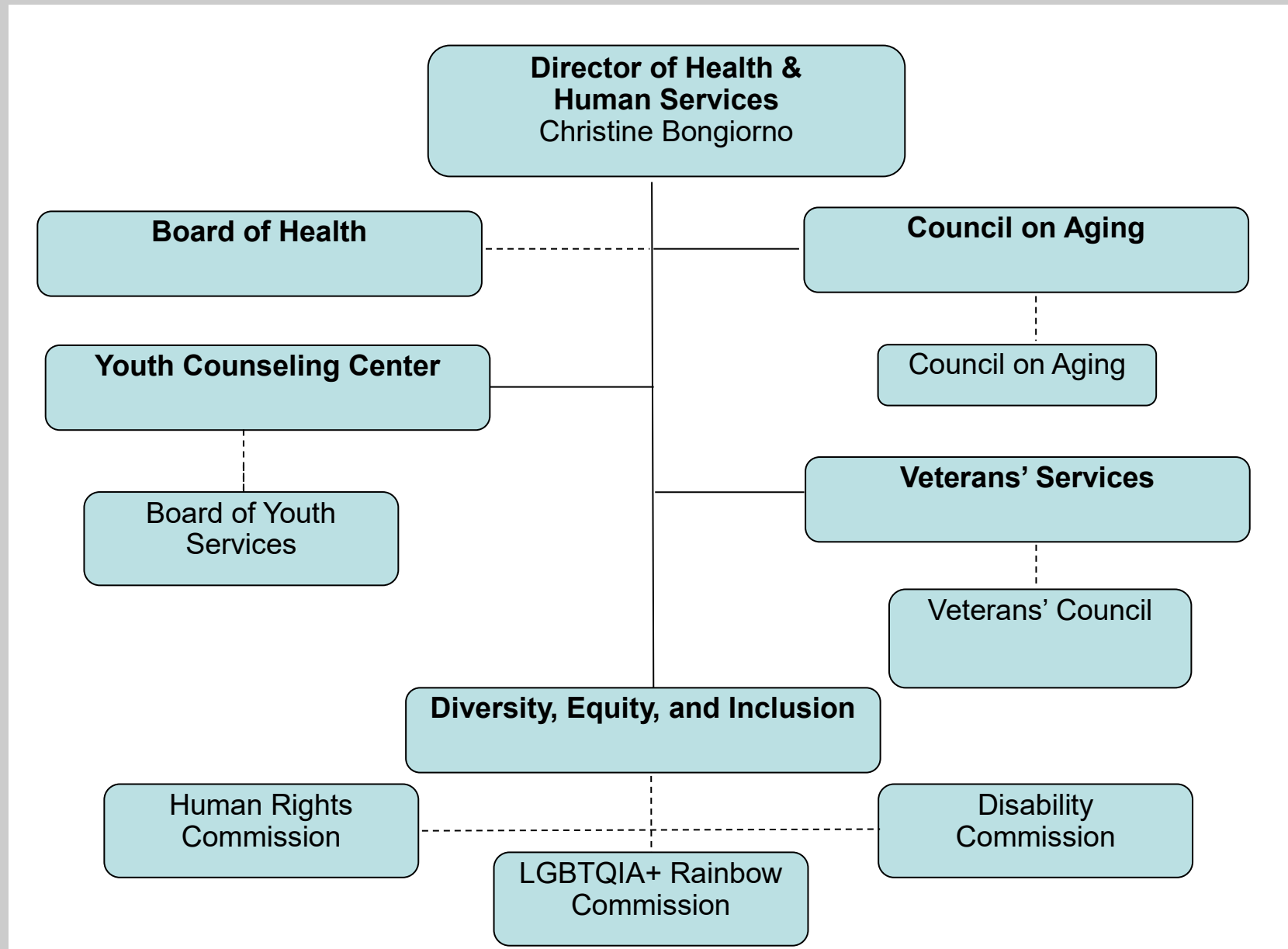
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HEALTH AND HUMAN SERVICES

BOARD OF HEALTH • VETERANS' SERVICES •
COUNCIL ON AGING • DIVERSITY, EQUITY, AND INCLUSION





Program Description

The Department of Health and Human Services (HHS) is responsible for the health, safety, and wellbeing of all those living and visiting Arlington through prevention, engagement, inclusion and accessibility. The divisions that fall within HHS include:

- Health Department
- Council on Aging
- Arlington Youth Counseling Center
- Veterans' Services
- Diversity, Equity, and Inclusion

HHS also coordinates the activities of the Board of Youth Services, Council on Aging, Human Rights Commission, LGBTQIA+Rainbow Commission, Disability Commission, Board of Health, Youth Health and Safety Coalition, Health and Human Services Charitable Corporation, and Heating Assistance Program.

The Health Department is required by state and local laws to perform many critical duties related to the protection of public health. These duties cover a wide range of public health control and prevention activities including: disease surveillance, the promotion of safe and sanitary conditions in housing, recreational facilities, and food establishments, elimination of nuisances, protection of the environment, and numerous other federal- and state-mandated responsibilities.

Budget Statement

Budget changes are reflected in each division's section, below.

PROGRAM COSTS

Health & Human Services	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Personnel Services	540,114	606,377	750,874	785,115
Expenses	85,173	137,515	190,900	196,380
Total	625,287	743,892	941,774	981,495

FY2023 Objectives

Health and Human Services:

- Work closely with the Human Services Network to continue to improve coordination among all social service providers in town including Arlington EATS, the Arlington Housing Authority, Arlington Police Department and Minuteman Senior Services.
- Continue to incorporate best practices around racial equity into Department at every level.
- Continue to promote programs within each division that support residents in need including the Supplemental Nutrition Assistance Program (SNAP), housing support, heating assistance, property tax support and overall basic needs.
- Continue to support communities most affected by COVID-19.
- Coordinate services provided by social workers in each of the divisions and in coordination with the Police Department to ensure a coordinated continuum of services to address needs at various levels of risk in order to prevent crisis.

Health Department:

- Continue to educate residents and businesses in Town to promote the health, safety and well-being of the community during the COVID-19 recovery phase while continuing to evaluate the need for increasing or decreasing strategies to mitigate transmission of COVID-19.
- Continue to hold vaccination clinics for residents in need of COVID-19 and seasonal influenza vaccines.
- Collaborate with surrounding communities (Medford and Somerville) on collecting and sharing epidemiological information to better understand trends in disease incidence and prevalence.



Major Accomplishments for 2021

Health and Human Services:

- Continued to support the human services network to address the needs of community during COVID-19 pandemic including food delivery, medication delivery, mental health support, and social isolation prevention.
- Provided financial support to residents directly impacted by COVID-19.

Health Department:

- Administered 6,379 COVID-19 vaccinations to the Town's public safety (police and fire) personnel and to senior residents over the age of 65, those living in senior housing centers, and many of those who otherwise could not leave their homes.
- Administered 594 flu vaccinations to the general public, including but not limited to public safety personnel, children 6 months to 18yrs, and individuals 19yrs and older (adults, senior citizens and home bound individuals).
- Served as the Lead Host Agency for the Region 4b Medical Reserve Corps (MRC) unit, comprised of 18 communities. The Medical Reserve Corps is a national network of volunteers, organized locally to improve the health and safety of their communities. MRC volunteers include medical and public health professionals, as well as other community members without healthcare backgrounds. MRC units engage and train these volunteers as well as local and state-level partners to strengthen public health, improve emergency response capabilities, and build community resiliency.
- Worked with East Middlesex Mosquito Control Project (EMMCP) to treat all catch basins across town twice during the summer to prevent mosquito growth.
- Swiftly and effectively implemented safeguards to ensure the safety and well-being of residents and businesses in response to the COVID-19 pandemic.
- Led daily COVID leadership meetings to foster a collaborative response to the pandemic.

Accomplishments (cont.)

- Educated business sectors regarding required COVID-19 safety standards for re-opening.
- Regularly communicated COVID-19's impact on the community to the Arlington public through daily data and information reports.
- Worked closely with the MA Department of Public Health in response to COVID-19.
- Investigated over 1,500 COVID-19 cases which led to the issuance of orders to isolate in accordance with Mass Department of Public Health (MDPH) guidance for COVID-19.
- Communicated with over 1,100 individuals who were identified as a close contact to a COVID-19 positive individual and issued orders to quarantine in accordance with MDPH guidance for COVID-19.

Fiscal Year 2023 Budget



Health & Human Services Health Department

Performance / Workload Indicators

Health Department	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY22 Estimated
Food Inspections	490	377	285	396
Tobacco Compliance Checks	19	18	16	36
Tanning Establishment Inspections	1	0	0	2
Biotech facility Inspection	1	1	0	2
Body art establishment Inspection	1	0	1	6
Camp Inspections	6	10	6	10
Dumpster Inspections	300	109	30	100
Keeping of hen Inspections	5	14	20	25
Body work establishment Inspection	2	0	1	2
Demolition Inspections	17	17	29	25
Housing Inspections	112	70	104	75
Ice Rink Inspections	1	0	0	2
Power sanding Inspections	1	0	0	5
Public Pool Inspections	12	2	8	12
Public Beach Inspections	4	2	3	3
Resident Complaints	317	327	173	300
Sealer of Weights and Measures Inspections	183	185	0	150
Communicable Disease Investigation	270	545	1,651	1,000
Flu Vaccinations Administered	2,064	1,564	532*	500
COVID-19 Vaccinations			6,150	10,000

FY2021 numbers down due to COVID

*Flu Vaccination efforts were lower due to high demand for Covid-19 vaccinations

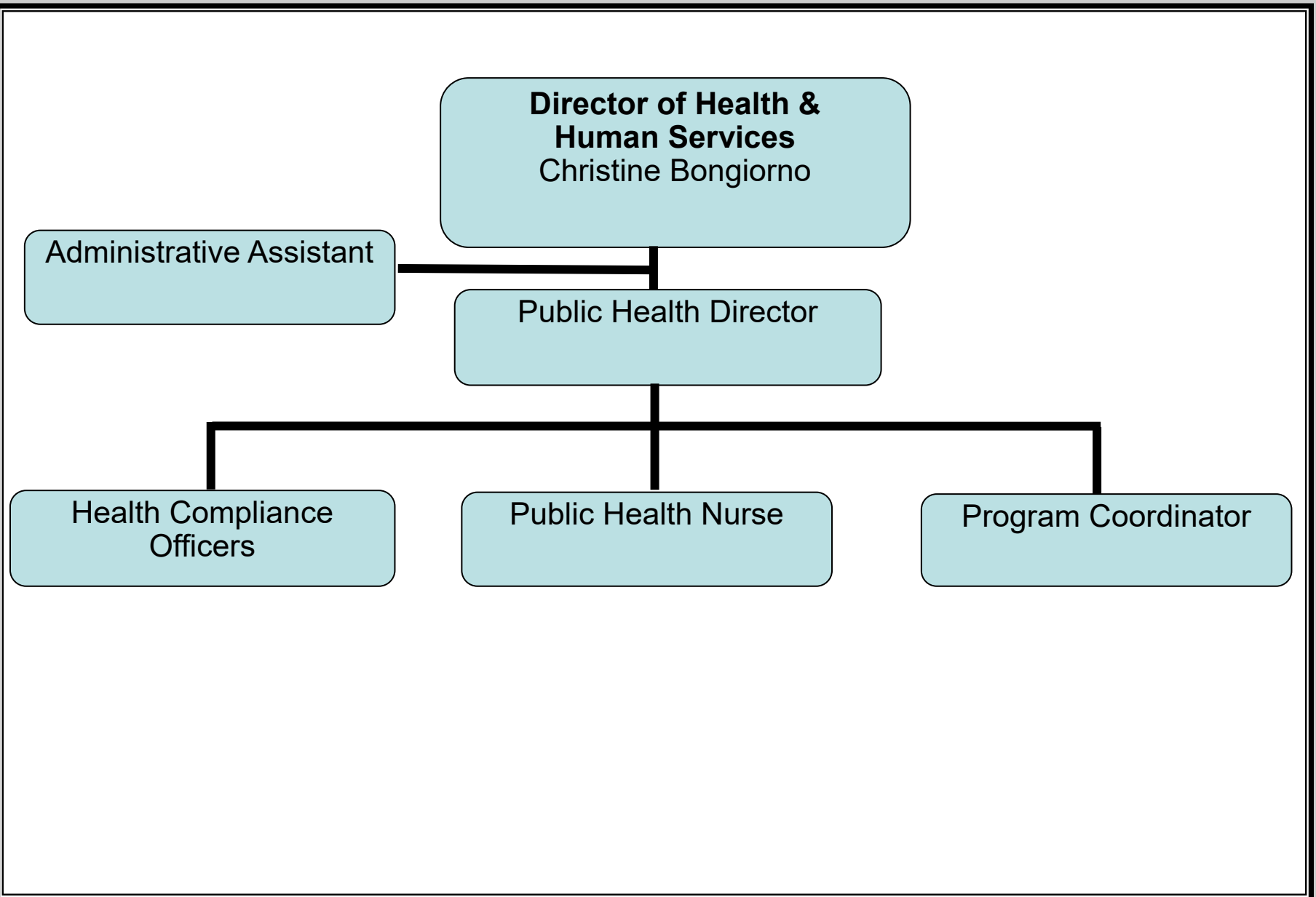
** Department did not have a tracking mechanism in place specific to Covid-19 calls

STAFFING

Health & Human Services	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Managerial	1	1	1	1
Clerical	1	1	1	1
Professional/Technical	4.9	5.3	7.1	7
Total	6.9	7.3	9.1	9.0

Performance / Workload Indicators

Rentals	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Estimated
Whittemore Robbins House				
Events	25	13	0	2
Town Hall Auditorium Events	90	39	0	25



**Program Description**

Veterans' Services is a division of Health and Human Services. The Director of Veterans' Services works with Veterans living in Arlington to assist with accessing basic needs. Through Massachusetts General Law, Chapter 115, direct financial assistance is provided to veterans who qualify. Additionally, the Director assists veterans with accessing Federal Veterans' Administration (VA) benefits.

FY2023 Objectives

- The Director will continue to engage the community on benefits and services available to veterans and their families. The focus will include increasing public participation in the Memorial Day and Veterans Day ceremonies.
- The Director will continue to work with other agencies and companies in the area to promote benefits and services provided at the local, state and federal level.
- The Veterans' Council will seek public feedback regarding the development of a new Veterans' Memorial Park. The Select Board formally designated the land adjacent to the central fire station, up to the Civil War monument, as Arlington's Veteran Memorial Park. The Council will be developing preliminary designs, followed by a series of open meetings to review and modify plans.

Budget Statement

This budget is a level-services budget.

It is important to note that the Commonwealth of Massachusetts reimburses Arlington a minimum of 75% of all approved expenditures for Chapter 115 Veteran Benefits. All requests for emergency services as well as other special services such as housing services are reimbursed at 100%.

Major Accomplishments for 2021

- The Director coordinated the work of the six-member Arlington Veterans' Council. The Council focused on addressing issues related to veteran memorials, the review and development of policies pertaining to Arlington veterans, and new projects to promote Arlington and veterans.
- The Memorial Day ceremony was closed to the general public due to COVID-19 restrictions. The ceremony was pre-recorded and broadcast through ACMi and social media platforms.
- The annual Veterans Day ceremony was re-opened to the public. The ceremony was conducted at the central fire station. The ceremony paid tribute to past and presently serving veterans while showcasing various locations throughout the town.
- The Director assisted the Health and Human Services Department at the town sponsored COVID-19 vaccination clinics.
- The Director assisted local veterans and families in applying for, and receiving, Federal VA benefits. Arlington veterans and/or dependents received nearly \$347,120 per month in tax-free veteran benefits from the VA. The total amount received in 2021 is \$4,165,446.

PROGRAM COSTS

	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Veterans' Services				
Personnel Services	74,911	75,708	76,478	76,485
Expenses	243,937	198,609	251,268	251,268
Total	318,848	274,317	327,746	327,753

Fiscal Year 2023 Budget



Health & Human Services Veterans' Services

STAFFING

Veterans' Services	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Managerial	0	0	0	0
Clerical	0	0	0	0
Professional/Technical	1	1	1	1
Total	1	1	1	1

Performance / Workload Indicators

Veterans' Services	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Estimated
Department of Veteran Services Clients (DVS)	40	31	27	25
Department of Veterans' Assistance Clients (VA)	304	308	287	300
Federal VA revenue provided to local veterans	\$3.97M	\$4.18M	\$4.16M	\$4M

*Significant decrease in CH 115 clients has been a continuing trend
VA claims remain steady. The VA has not released updated benefit payments,
FY2021 figures are estimates.*



Health & Human Services Director
Christine Bongiorno

Veterans' Agent
Director of Veterans Services

Veterans' Council



Program Description

The Council on Aging, a division of the Department of Health and Human Services, supports residents age 60 and over in Arlington by offering access to health and wellness opportunities, fitness, opportunities for socialization, educational programs, transportation and support services.

The Council on Aging is supported by a Town appointed board consisting of nine Arlington residents.

Budget Statement

This is a level-services budget.

PROGRAM COSTS

Council on Aging	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Personnel Services	281,782	319,827	384,040	433,990
Expenses	28,677	66,094	64,800	64,800
Total	310,460	385,921	448,840	498,790

FY2023 Objectives

- Activities and programs will be brought back into the renovated Community Center which will open with a new focus of inclusion.
- As the impact of the COVID-19 pandemic continues to impact the lives of the age 60+ population in Arlington, the division will continue to prioritize outreach to vulnerable residents, provide opportunities for engagement and connect residents in need with services.
- After completing the Age and Dementia Friendly Action Plan in FY22, focusing on areas of the plan to improve and implement Age Friendly objectives in Arlington. Examples include the creation of a steering committee to focus on rolling out specific sections of the plan, outreach to local businesses and town departments regarding age friendly suggestions and opportunity for discussion/trainings, and promotion of new Age/Dementia friendly elements to the Community Center.

Objectives (cont.)

- Continue to advocate for the needs of the age 60+ population in Arlington and provide their perspective and representation in town and community partner organizations.
- Continue to offer programs and activities in a hybrid format, including virtual, outdoor and in person options to older residents, accommodating different needs and perspectives as the pandemic evolves.
- Promote the newly renovated center under the new name, Arlington Community Center, reaching out to younger seniors to engage them in programming and activities as they enter their senior years of life.
- Continue to evaluate the needs of the new building and furnish it appropriately with quality supplies and furnishings to meet the needs of the Arlington Community. Will continue to use the funds raised through the Capital Campaign effort to meet these needs.
- Establish regular Thursday evening programming at the center, including a monthly dinner and weekly sunset fitness classes. Focus these programs and promotion on engaging seniors who are not able to visit the center during the day.
- Launch Cultural Humility Training for all staff and volunteers serving in the Community Center. These trainings will include Diversity, Equity and Inclusion specific topics, cultural education, basic language instruction and a focus on being inclusive and welcoming to all community members.
- Secure new grant funding to grow the Technology Loan Library program by 40 new devices. Secure 10 new volunteers to serve as the "help desk" for the Technology Loan Library.
- Continue to serve as a SNAP enrollment site and help to close the SNAP Gap through education and outreach with goal of enrolling 75 new participants.
- Continue to serve as an intake site for Community Teamwork; providing Arlington residents easier access to apply for fuel assistance/Low Income Heating Assistance Program (LIHEAP).
- Increase access to nutrition by maintaining close partnership with Arlington EATS, referring seniors in need, as necessary and partnering closely to create programs and evaluate programs in order to meet the needs of the community. Continue to serve as transportation arm of Arlington EATS in-person shopping.



- Continue to grow programming and services with intergenerational focus, especially for LGBTQIA+ seniors such as the intergenerational book club, intergenerational international tea talk, relaunching the monthly "Digital Thing" technology training with AHS students, and creating a monthly Pool & Pizza event for Arlington students and older adults. There will also be opportunities for younger residents to train older residents on using Ride Share apps such as Uber.
- After re-launching the partnership with Uber in FY22, after pausing due to the pandemic, will re-focus on training seniors on using ride sharing as a way to get them where they need to go.
- Encourage use of COA Van Transportation for all seniors in Arlington to reach their destinations in town, especially given the lack of parking around the Community Center.

Major Accomplishments 2021

- Engaged 5,100 Arlington Residents in COA programs and services.
- Conducted five Age-Friendly Community Work Groups, comprised of Town Staff, volunteers and community partners, in order to advance our Age Friendly Arlington action plan and update Age Friendly survey statistics since the COVID pandemic. Final action plan will be submitted to AARP and presented to Arlington Select Board in winter FY22.
- Raised funding for the Capital Campaign to furnish the new Arlington Community Center. Fundraising was done through a direct mail appeal which highlighted the COA's involvement in the COVID-19 community response.
- Completed over 8,000 rides for seniors in the community through our Transportation Program (COA Vans, partnership with Arlington Taxi, Uber, and volunteer drivers). All medical rides were completed free of charge thanks to a grant from Metropolitan Area Planning Council (MAPC).
- Successfully placed 20 Senior Work Off participants and five Harry Barber participants, working within town departments completing over 4,000 hours of volunteer service to the Arlington community and relieving these participants of \$37,000 of property taxes/rental expenses.
- Provided over \$24,000 of financial relief to widows in Arlington through the Widow's Fund.

Accomplishments (cont.)

- Provided over \$14,000 of property tax relief to Arlington Residents through the Elderly and Disabled Tax Relief program.
- Provided over \$35,000 of financial relief due to the cost of personal needs to Arlington Seniors through the Sussman and Sevoyan Charitable Gift Funds.
- Offered an array of virtual and outdoor programming to Arlington Residents including fitness classes, educational presentations, social connections, medical education seminars, and Senior Charlie Card Registration. Robbins Gardens and McLennen Park became new outdoor satellite program locations for the COA.
- Launched weekly "Walking Club" at McLennen Park to promote healthy lifestyle. Engaged 30 weekly participants in this program and provided free blood pressure screenings with the Geriatric Nurse each week.
- Collaborated with AARP to provide free, federal and state tax preparation for as many residents as possible remotely. Volunteers worked with residents to file tax extensions and met with residents outdoors or in a socially distant manner when possible.
- Provided 75 seniors with a bag of everyday essentials and a gift card during the winter holiday season through the "Warm Wishes" program.
- Conducted monthly support groups with a minimum of 10 participants each month, including Low Vision Support, Caregivers Support, decluttering, and LGBTQIA+.
- Matched over 100 seniors with SHINE Volunteers to meet remotely regarding Medicare plans and enrollment.
- Provided organic, local fresh produce to 70 older residents for 20 weeks through a partnership with Lahey/Beth Israel Deaconess Medical Center (BIDMC) Hospitals and their Farm Share Program. Due to the pandemic, these deliveries were made by Senior Work-off Volunteers.
- Worked closely with Arlington EATS to deliver food to seniors in need throughout the community. Provided free transportation to any Arlington resident needing transportation to Arlington EATS market.
- Continued and grew the number of weekly van trips to Market Basket to help seniors lower their food costs.



Accomplishments (cont.)

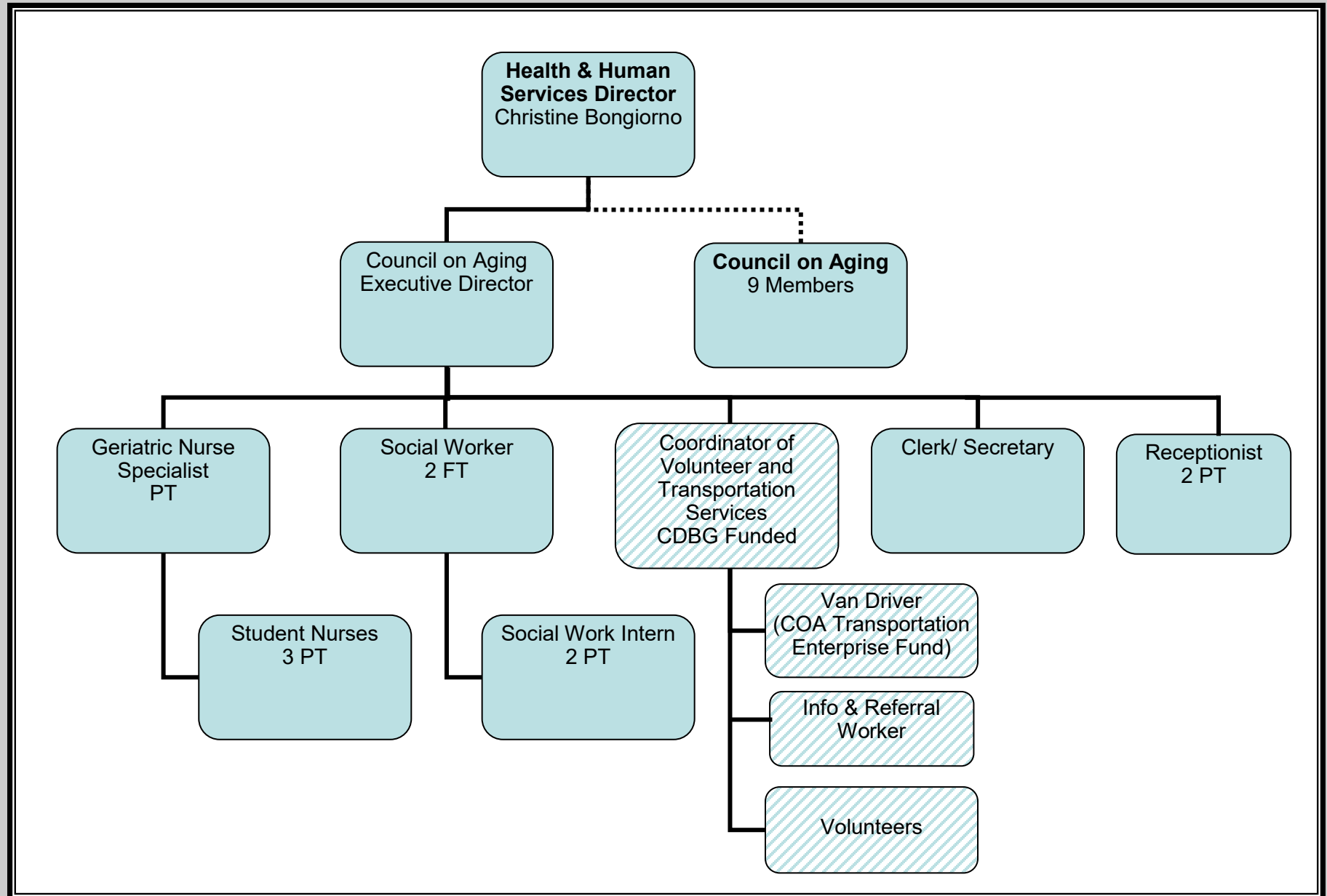
- Enrolled 51 residents in the Supplemental Nutrition Assistance Program (SNAP), reducing the number of eligible residents who were unenrolled.
- Partnered with Minuteman Senior Services to identify 50 seniors who make a low-income to participate in a federally-funded Farmer's Market Coupon program. Coupons were exchanged for locally-grown produce at the Arlington Farmer's Market.
- Organized 50 volunteers to deliver 100 hot turkey dinners on Thanksgiving Day to older, home-bound residents that are alone on Thanksgiving.
- Assisted 50+ Arlington residents with federal fuel assistance programs.
- Conducted two flu vaccine clinics in Senior Housing and one community wide age 60+ flu vaccine clinic, vaccinating over 100 seniors in partnership with the Health Department.
- Continued matching seniors with COVID-19 vaccine appointments as needed and transportation to these appointments if necessary. The Geriatric Nurse Clinician continued to provide in-home vaccinations to residents that are home-bound.

Performance / Workload Indicators

Council on Aging	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Estimated
Units of Service Delivered	19,366	19,500	21,142	23,000
COA Volunteers	230	240	262	340
Volunteer Hours		5,400	6,228	8,228

STAFFING

Council on Aging	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Managerial	1	1	1	1
Clerical	1.50	1.50	1.69	2.58
Professional/Technical	1.71	2.34	2.80	2.86
Total	4.21	4.84	5.49	6.44





Program Description

The Diversity, Equity, & Inclusion (DEI) Division of the Department of Health and Human Services (HHS) is responsible for leading the racial equity initiatives laid out by the Town. The DEI Division responds to questions, concerns, and complaints that pertain to ADA compliance, and cooperates with other departments to ensure the ADA Self-Evaluation Transition and Implementation Plan is being used and considered as projects across town develop.

DEI manages and coordinates the work of the Human Rights Commission, LGBTQIA+ Rainbow Commission, and Disability Commission, including planning and executing programming and managing their budgets.

The DEI Division collaborates and partners with a number of departments, boards, and commissions across the Town, in addition to external organizations, to advance equity goals, provide and improve trainings and workshops, and serves as a liaison to the Mystic Valley NAACP Branch, and the Racial Equity Learning Community offered through the Community Health Network Area (CHNA) #17.

Budget Statement

The DEI budget has increased as it became its own division. A part-time Program Coordinator was added to provide support to the Diversity, Equity, and Inclusion Division and the expense budget increased to provide training for all town staff.

PROGRAM COSTS

Diversity, Equity, and Inclusion	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Personnel Services	55,170	-	103,085	187,194
Expenses	-	-	38,000	38,000
Total	55,170	-	141,085	225,194

FY2023 Objectives

- Work closely with DPW, Planning, and Facilities Departments, along with the Disability Commission to continue advancement and coordination of ADA Transition and Implementation Plan.
- Complete the Race, Equity, and Leadership (REAL) Training Program with NLC. Integrate the use of racial equity toolkit into every town department to evaluate and improve policies and procedures.
- Provide, improve, and build up educational programming and opportunities for employees and community members, including additional training and workshops.
- Coordinate and align DEI programming and equity initiatives with the DEI Director for Arlington Public Schools.
- Establish outreach and communication initiatives to improve access and expand community engagement.
- Municipal Equality Index (MEI) Working Group will address areas in need of change specifically improvements to the Town's laws, policies, and services affecting the LGBTQIA+ community.
- Continue to provide support to Human Rights, Disability and LGBTQIA+ Rainbow Commissions.
- Conduct an equity audit/needs assessment to inform the creation of the Equity Action Plan, followed by implementation steps, that will provide the beginning stages of a roadmap for advancing equity across all facets of the Town and that will be a living document to be added to and changed as seen fit.
- Expand summer Community Conversation series to be collaborative with multiple departments and APS DEI.
- Expand the Elevating Arlington's Voices of Color (EAVoC) project and supplemental programming, to continue to give voice to Black, Indigenous, People of Color (BIPOC) community members.
- Formalize and continue the MA DEI Coalition, established in early 2021, to connect DEI municipal leaders across the state to share challenges and best practices.



Major Accomplishments for 2021

- Partnered with the Martin Luther King Jr. Birthday Observance Committee to put on the 33rd annual celebration, which took place virtually for the first time.
- Established the Elevating Arlington's Voices of Color (EAVoC) Archive Project, in partnership with the Robbins Library and Arlington Commission for Arts and Culture (ACAC) in early 2021, that combines the creation of a digital archive to give voice to BIPOC community members and arts programming with artists of color.
- Collaborated on programming with Arlington Reads Together for book selection, *Why Are All the Black Kids Sitting Together in the Cafeteria* by Dr. Beverly Daniel Tatum as the community read for 2021.
- Participated in and led YW Boston's Stand Against Racism campaign throughout the month of April for Town Departments. The DEI Division provided departments with YW curated content, resources, and the support needed to be able to hold conversations with staff focused on race.
- Hosted Community Conversations-series of race talks in collaboration with the Department of Planning & Community Development, True Story Theater, EcoWeek, Arlington Community Media Inc. (ACMI) and other participants.
 - Session 1: Outdoors for All, featuring environmental educator and conservation advocate Parker McMullen Bushman
 - Session 2: Active Bystander Skills Workshop in partnership with True Story Theater
 - Session 3: Who Can Live Here, Who Decides & Why? a panel discussion focusing on fair housing in Arlington
 - Session 4: Stories of Housing in Arlington in partnership with True Story Theater
 - Session 5: Listening to Differing Perspectives- The Power of Symbolism- exploring the mental models of framing, perspectives, the importance of listening and the impact symbols have on people
- Organized and executed first in-person Juneteenth Celebration.

Accomplishments for 2021

- Coordinated Pride Banner campaign with Rainbow Commission to create Pride banners for the center of town to celebrate and spread awareness of Pride Month.
- Attended week long 2021 National ADA Symposium
- Collaboration with ACAC and Artist in Residence Chanel Thervil on community engagement programming to support *Portraits of Black Arlington* project. Engagement opportunities include creation of affinity spaces for Black community members to share, gather and converse.
- Member of Reprecincting Working Group, to revise precinct boundary lines with an equitable lens using 2020 Census Data, to make recommendation to Select Board for final map.

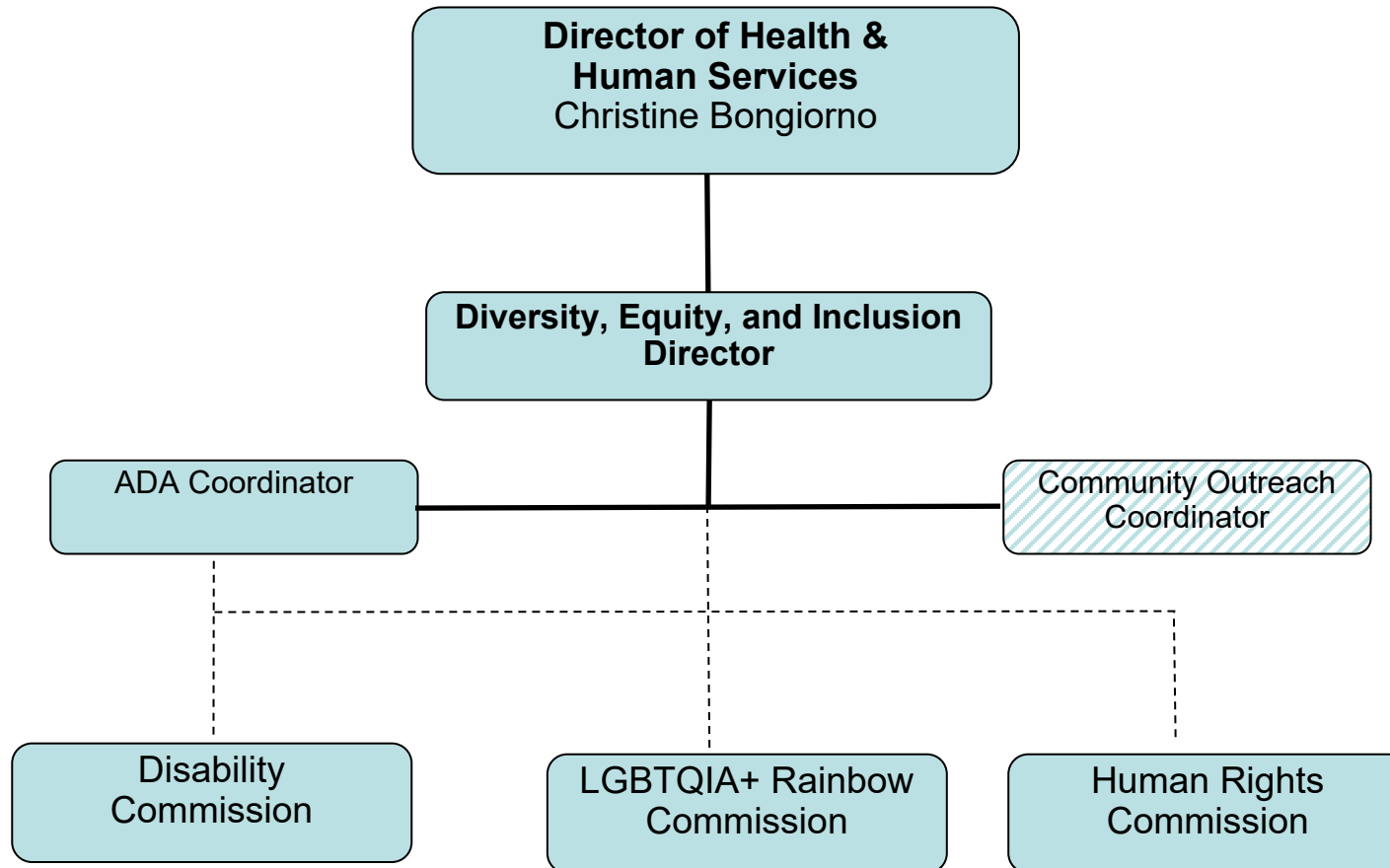
Performance / Workload Indicators

Diversity, Equity, and Inclusion	FY2019 Actual	FY2020 Actual	FY2021 Actual	2022 Estimated
Trainings - facilitated & attended	-	4	14	10
Planning/Advisory Meetings	-	25	104	110
HRC, Disability, and Rainbow Commission Meetings	-	30	41	40
Community Events/Programs	-	8	28	35
Partnerships/Collaborations	-	9	17	20
Residents Participating in Racial Justice Teach-Ins	-	0	52	-
Other Commissions/Committee Meetings	-	-	72	80

*DEI work began in January 2020

STAFFING

Diversity, Equity, and Inclusion	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Managerial	1	1	1	1
Clerical	-	0.51	0.51	2
Total	1	1.51	1.51	3





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NON-DEPARTMENTAL

RETIREMENT • INSURANCE



Program Description

The Arlington Retirement Board is an autonomous 5-person board which oversees the Town pension system under Massachusetts General Law, Chapter 32. Members of the Arlington Contributory Retirement System are active employees for the Town of Arlington, and the Arlington Housing Authority, who qualify for membership and retired employees who have fulfilled the requirements to be eligible to retire and have retired.

The Retirement Office is responsible for processing retirement and disability applications, a monthly retiree payroll, processing of refunds and transfers of annuity savings accounts, employee estimates of potential future benefits and the accounting for expenses, members' deductions and investment activities for the system as mandated by the Public Employees Retirement Administration Commission guidelines.

Non-Contributory Retirees are living retirees or survivors of retirees who had municipal employment that occurred prior to 1939 and are not members of the Arlington Contributory Retirement System. The Non-Contributory Retirees payroll and appropriation are under the jurisdiction of the Town of Arlington.

PROGRAM COSTS

Pensions	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Personnel Services	-	-	-	-
Non-Contributory	16,602	16,986	19,367	-
Contributory	12,543,872	13,246,911	14,041,972	14,846,687
Total	12,560,474	13,263,897	14,061,339	14,846,687

Performance / Workload Indicators

Pensions	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Estimated
Contributory Enrollees				
Active Employees	808	838	818	825
Retired Employees	603	598	620	620
Non-Contributory Enrollees	1	1	1	0

Budget Statement

The FY2023 Town total pension appropriation increased by \$785,348 over FY2022.



Retirement Board

Ida Cody, Ex Officio
Kenneth Hughes, Chair
Robert Jefferson
Richard Keshian
Alfred Fantini

Retirement Administrator

Richard Greco

Assistant Retirement Administrator



Program Description

The insurance budget comprises the cost of providing the following coverage:

Health insurance for town and school active and retired employees.

Life insurance is required to be provided to all employees in the amount of \$10,000 which is split 50% town funded and 50% employee funded.

Medicare costs are the federally required 1.45% of the salary of all employees hired after April 1986. Employees must also contribute 1.45% of their salary.

Indemnity insurance includes property insurance and automobile insurance coverage. Property insurance is provided for all of the town and school buildings and those that are rented are covered for general liability. Automobile insurance is required for all the town and school vehicles.

Public Official Liability insurance covers all public officials, who in the performance of their official duties, may be sued for those actions.

Unemployment insurance is paid for the actual employees who have been laid off from their positions. Unlike private employers, the town does not pay a premium. The Town hires an outside firm to closely monitor our claims and to appeal any irregularities.

Workers' Compensation covers the costs of employees injured as a result of their employment.

The Flexible Benefit Plan is a Section 125 plan which is provided to the employees for dependent care and health care costs not provided through health insurance coverage. Employees contribute tax free to this plan through payroll deductions. This budget pays for the administration of that plan.

Employee Mitigation is a benefit the Town included in the operating budget as part of the agreement to move to the Group Insurance Commission (GIC). This money is a protection for employees who experience high out-of-pocket claim costs.

Budget Statement

The COVID-19 pandemic continued to impact the administration insurance budget. In FY2021 the Town handled over 350 unemployment claims, most of them fraudulent; in FY2022 there has been a dramatic shift back to pre-pandemic levels of activity. The pandemic also made forecasting health insurance rates challenging because of the unusual claims activity during the pandemic.

FY2023 Objectives

- The GIC is entering its fifth and final year of its health insurance contracts. We will make special effort to keep our employees and retirees informed of potential changes for implementation in FY2024
- Review the structure of and continue to offer an opt-out program for employees and retirees, which is now utilized by 70 subscribers, thereby providing the Town significant savings

PROGRAM COSTS

Insurance	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Group Life	85,192	85,962	95,069	99,823
Group Health	15,602,975	16,552,722	18,046,412	19,321,552
Unemployment Ins.	46,356	144,869	150,000	150,000
Medicare Payroll Tax	1,372,798	1,420,574	1,490,992	1,659,715
Property Insurance	299,505	344,788	358,000	375,900
Officials Liability	66,766	56,258	55,000	55,000
Workers' Compensation	500,679	536,662	540,000	580,000
Flexible Benefit Plan	39,029	34,886	38,880	38,880
Medicare Penalty	12,610	12,410	15,000	15,000
Employee Mitigation	-	-	-	50,000
Opt Out Program	227,018	215,306	217,996	205,996
Total	18,252,930	19,404,436	21,007,349	22,551,866



Major Accomplishments for 2021

- Successfully met all Affordable Care Act Filing deadlines. This is a highly technical and complex process that done incorrectly exposes the town to significant fines.
- Fully transitioned health insurance open enrollment to paperless process with new GIC Portal.
- Provided significant amounts of data to support the production of the town's Other Post- Employment Benefits (OPEB) report.



Program Description

The Health Insurance budget provides for the Town's portion of the cost for providing health insurance benefits to all town employees, retirees and surviving spouses. The Town is a member of the Commonwealth's Group Insurance Commission, and therefore Town employees are enrolled in the same health plans as all state employees. The Town pays differing contribution splits based upon plan selection, as demonstrated below.*

Indemnity Plans (75% employer /25% employee):

Unicare State Indemnity Plan Basic with CIC
Unicare State Indemnity Plan Basic without CIC

HMO Plans (85/15% employees and retirees w/o Medicare):

Fallon Community Health Plan Direct Care (Fallon plans will not be available after June 30, 2022)
Fallon Community Health Plan Select Care
Harvard Pilgrim Primary Choice Plan
Health New England
AllWays Health Plan
Tufts Health Plan Spirit

PPO/POS Plans (80/20% employees and retirees w/o Medicare)

Harvard Pilgrim Independence Plan
Tufts Health Plan Navigator
Unicare State Indemnity Plan/Community Choice
Unicare State Indemnity Plan/PLUS

Medicare Extension Plans:

Harvard Pilgrim Medicare Enhance (75/25%)
Health New England MedPlus (75/25%)
Tufts Health Plan Medicare Complement (75/25%)
Tufts Health Plan Medicare Preferred (85/15%)
Unicare State Indemnity Plan/Medicare Ext. with CIC (75/25%)
Unicare State Indemnity Plan/Medicare Ext. without CIC (75/25%)

Dental Plan:

Delta Dental - Two levels of plan offerings – these plans are paid 100% by the employee.

*Employees hired after December 1, 2011 are required to pay 25% toward the cost of their plan. Surviving spouses pay 50%.

Budget Statement

FY2023 will be the 11th full fiscal year that Arlington has received its health insurance through the Commonwealth's Group Insurance Commission (GIC). In the spring of 2021 the Town sought proposals from other health insurance carriers. Claims activity during the Covid-19 Pandemic was highly irregular and made forecasting future insurance rates especially challenging. Although the Town received a competitive offer from Harvard Pilgrim the uncertainty of the future and inability of Harvard to provide a multiple year offer to the town made it more prudent for Arlington to continue to receive its insurance through the GIC. The Town requests claims experience data from the GIC every other year and will do so again in the spring of 2023. The Town continues to partner with Union and Retiree Leadership in weighing carrier options and determining whether or not remaining in the GIC is the best decision for the Town.

FY2023 Objectives

- Continue to strategize and implement new ways to provide excellent customer service to employees and retirees in Group Health Commission health plans through information and education.
- Partner with Retiree and Union Leadership to explore potential health care plan alternatives.
- Further transition health insurance documentation to paperless and secure transactions.

Major Accomplishments for 2021

- Throughout the second year of the COVID-19 Pandemic the Department worked as a team to provide pre-pandemic levels of service to employees and retirees including the second successful open enrollment in lockdown conditions.
- Successfully teamed with the School Human Resources staff on the administration of benefit plans and auditing practices ensuring fair and consistent treatment of employees.
- The reporting requirements under the Affordable Care Act continue. A failure to accurately produce employee statements and submit corresponding data to the Federal Government would subject the town to significant fines. Managing and producing the data is labor intensive and complex. For the 11th year the Department partnered with the School Human Resources team to successfully meet our Affordable Care Act reporting requirements



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SECTION V

ENTERPRISE FUNDS



ENTERPRISE FUNDS

WATER/SEWER • RECREATION • ED BURNS ARENA •
COUNCIL ON AGING TRANSPORTATION •
YOUTH SERVICES



Program Description

The Water and Sewer Division maintains the Town's water distribution system and the sewer collection system. The work involves maintenance and repairs on roughly 130 miles of water mains and 117 miles of sewer mains. Deteriorating and broken pipes are fixed, sewer mains are flushed, hydrants are maintained and flushed, and just under 13,000 meters are billed quarterly.

Water treatment and supply, as well as sewer treatment, is provided by the MWRA. The Town's DPW Director maintains a voting position on the Advisory Board to the MWRA.

Budget Statement

The FY23 Budget assumes an estimated 11.31% water rate increase and a 11.14% sewer rate increase.

The request for the Water/Sewer budget is up by \$267,759. The major contributor to this increase are an increase in the debt service costs of \$149,491.

Beginning in FY21, the Select Board voted to phase out the shift of funds from the General Fund to the Enterprise Fund. This transfer had been done in years past to lower the Water/Sewer Rates and shift costs to the local real estate tax rate, which at the time was deductible on Federal Taxes and is not any longer. FY23 is the third and final year to fully remove the fund shift.

FY2023 Objectives

- Oversee contract to replace remaining water meters older than 15 years, totaling approximately 3,000 accounts.
- Oversee contract to fully replace current remote meter reading system.
- Develop and oversee projects related to American Rescue Plan Act (ARPA) funding. Projects to include improvement to Town's sewer pump stations, pressure monitoring systems and water main replacements.
- Create staff position responsible for water meter maintenance/troubleshooting and utility mark out services.

Major Accomplishments for 2021

- Replaced 546 water meters.
- Provided water use data to the Town Treasurer for billing while changing out meters and electronic reporting equipment.
- Repaired water main leaks at 52 locations.
- Repaired water service lines at 56 locations.
- Replaced 27 hydrants.
- Flushed over 217 locations to clear blockages from sewer mains and services.
- Sampled 14 set residential and commercial locations weekly for water quality.
- Provided over 613 mark outs for underground excavation work.

PROGRAM COSTS

Water/Sewer Enterprise Fund	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Personnel Services	2,272,448	2,350,887	2,512,152	2,554,878
Expenses	2,992,197	3,177,312	3,871,019	3,941,065
MWRA Assessment	14,333,473	14,499,630	15,227,173	15,232,669
Capital Expenses	1,905,033	1,433,344	2,005,595	2,155,086
Total	21,503,151	21,461,173	23,615,939	23,883,698

Fiscal Year 2023 Budget



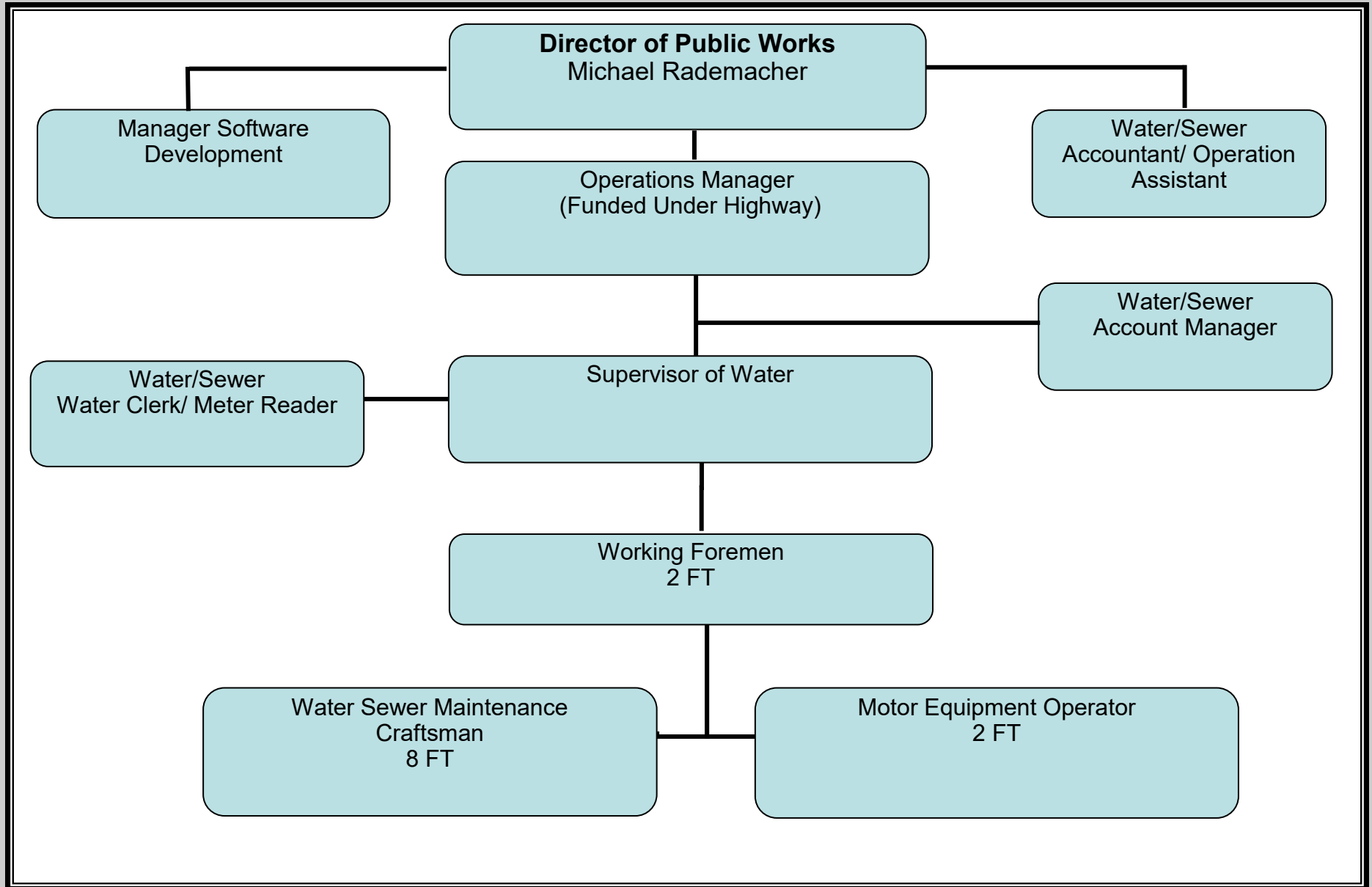
Water/Sewer Enterprise Fund

Performance / Workload Indicators

Water/Sewer Enterprise	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Estimated
Water Meters Read	12,585	12,585	12,605	12,605
Repair Water Main Leak/Break	40	62	52	50
Repair Water Service Leak	34	45	56	50
Repair or Install Meter	1,423	711	546	750
Repair or Install Hydrant	10	15	27	40
Catch Basins Cleaned	32	36	16	30
Sewer Back-Up Flushes	39	72	34	50
Replace or Install Sewer Pipe	30	41	67	40
Sewer Main Flushes	148	160	183	150
Excavation Mark outs	547	627	613	600
Water Quality Test Sites	14	14	14	14
Water Mains - miles	131	131	131	131
Sewer Main - miles	117	117	117	117
Sewer Pump Stations	9	9	9	9
Fire Hydrants	1,414	1,414	1,414	1,414

STAFFING

Water/Sewer Enterprise Fund	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Managerial	1	1	1	1
Clerical	1	1	1	1
Professional/Technical	3	3	3	3
Public Works	12	12	12	12
Total	17	17	17	17





Program Description

Arlington Recreation, a self-sustaining department of the Town of Arlington, is proud to offer safe, quality and affordable recreational programs and facilities for citizens of all ages and abilities. The primary responsibilities of the department are to plan, coordinate, and supervise year-round recreation and leisure programs. The department rents several spaces in town including school gymnasiums, school classrooms, and a commercial storefront for programming. The department continually looks for additional spaces to offer programs, community events, and childcare options for the residents of Arlington. The Recreation Department operates and manages the Reservoir Beach, Ed Burns Arena, North Union Spray Park, and Thorndike Off-leash Recreation Area. The Recreation Department oversees the permitting of all parks and playgrounds as well as manages all capital projects in town under the Park and Recreation Commission's jurisdiction. The department saw several position changes in 2021 including a new Program Supervisor and new Assistant Director of Kid Care Afterschool.

FY2023 Objectives

- Complete several FY 22 and FY 23 projects including the Reservoir project, Spy Pond Playground, Parmenter Playground, and the Hurd Field.
- Complete Design Services and the procurement process for the Robbins Farm Playground.
- Continue to implement the planning strategies from the 2021 capital project feasibility study.
- Look at necessary program modifications in Kid Care, Reservoir Beach operations, summer programming, and mainstay seasonal programming.
- Administratively develop efficient processes for recreation program contractual services with program providers.

Budget Statement

Overall, the FY2023 budget expenses are estimated to increase by just over 8 percent while revenue is estimated to increase by 12%. This is partly due to an increase in participation since the pandemic began.

PROGRAM COSTS

Recreation Enterprise Fund	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Personnel Services	746,721	499,212	745,548	785,329
Expenses	874,043	531,736	979,806	1,107,495
Total	1,620,764	1,030,947	1,725,354	1,892,824

Major Accomplishments for 2021

- Completed ADA upgrades to the Summer Street complex including Hills Hill Field and the Summer Street Playground.
- Renovation of the Spy Pond Baseball Field infield.
- Substantial completion of Reservoir \$3.5-million dollar capital project, including renovations to the entire mechanical system, filtration system, pump house, beach house and concession stand, beach area, playground, picnic pavilion, new sports court, parking lot, perimeter path, full ADA access, fencing, invasive species removal, boat ramp, fishing piers, and bank stabilization.
- Completed Playground Inspections and repairs to multiple playgrounds and instituted a comprehensive plan on repairs and inspections moving forward.
- Increased participation in programming throughout the pandemic so that the Recreation Enterprise Fund ended the fiscal year with a positive balance.

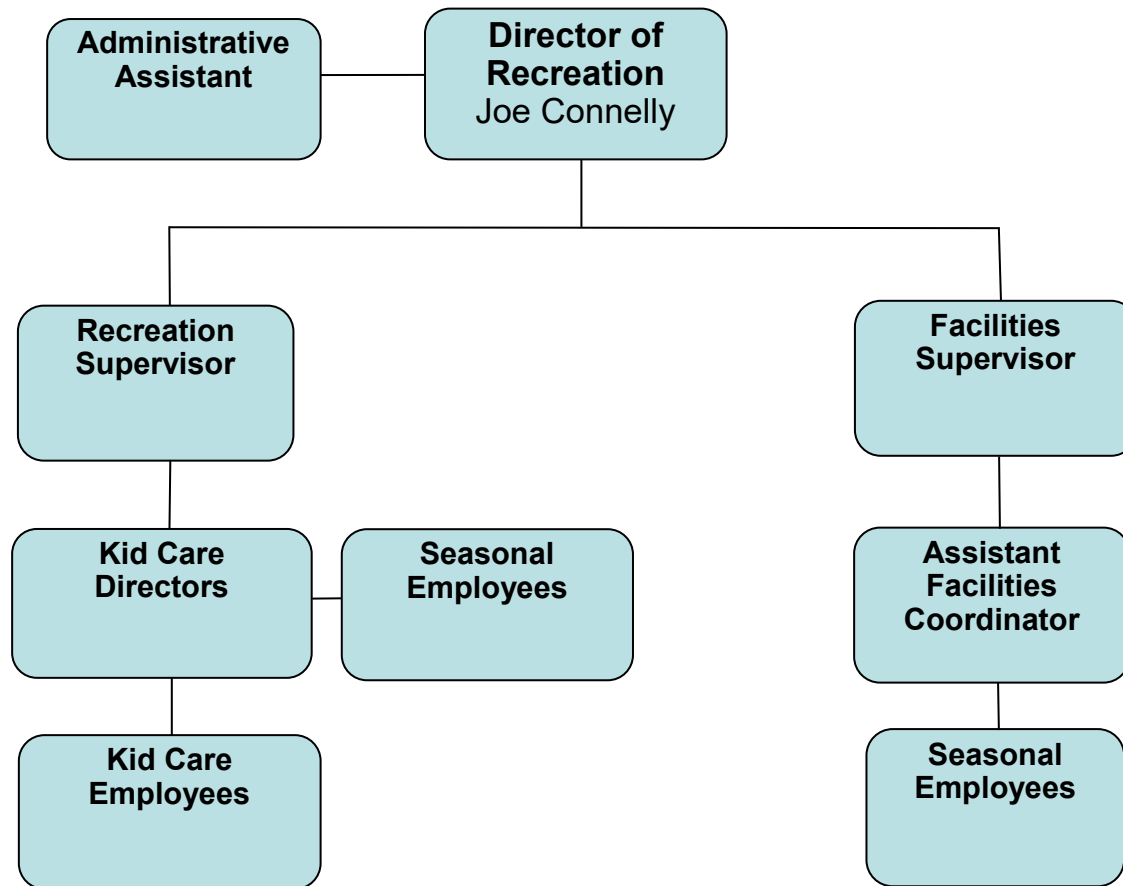
**STAFFING**

Recreation Enterprise Fund	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Managerial	0.8	0.8	0.8	0.8
Clerical	1.3	1.3	1.3	1.3
Professional/Technical	5.4	5.2	3.8	3.8
Custodial/Bldg. Maint.	0.2	0.2	0.2	0.2
Total	7.7	7.51	6.1	6.1

Performance / Workload Indicators

Recreation	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Estimated
Participants:				
Fall	1,042	1,204	2088	2100
Winter	2,387	1,745	1571	1600
Spring	1,306	0	2121	2100
Summer	2,807	2,214	4781	4700
Reservoir Tags:				
Adult Resident	142	142	48	150
Child Resident	126	122	62	125
Senior Citizen	42	42	86	86
Resident Family	712	178	288	725
Resident Family Plus				
1	195	39	22	200
TOTAL Tags:	1,217	485	506	1286
Reservoir Day				
Passes:	9,775	17,590	4,611	10,000

*Closed due to COVID-19



**Program Description**

The Ed Burns Arena is a self-sustaining division of the Town of Arlington Recreation Department. The Ed Burns Arena is an indoor ice facility located at 422 Summer Street in Arlington. The facility includes a regulation size rink of 85' x 197' with spectator seating for 1,000 people. Amenities at the rink during the months of November to April include snack bar & concession services, vending machines, skate rentals, skate sharpening, and team locker rooms. The Ed Burns Arena is open to the public for skating during the months of August through April. Along with seasonal skating opportunities for the public, many school-sponsored hockey programs and events as well as private hockey leagues use the rink.

The Department is working on strategies to increase usage during the non-peak ice times as well as the off-season when the ice is removed. Programs currently offered in the off-season include the popular "Walk the Rink" program.

FY2023 Objectives

- Improve marketing of ice rentals, focusing on open time slots earlier in the season and those not historically rented.
- Offer additional public skating, specialty ice events, and skating programs to address the bookends of the season.
- Implement more off-ice programs and rentals during the off-season including indoor sport rentals, birthday parties, special events, and unique recreational programming.
- Implement required ADA-upgrades to the bleacher area which would include the addition of a wheelchair lift and dedicated seating area.

Budget Statement

Overall, the FY2023 budget remains flat with an estimated increase of 3% in both revenues and expenses.

The Recreation Department will continue to evaluate the services at the rink and look to implement changes to help increase usage throughout the year.

PROGRAM COSTS

Ed Burns Arena Enterprise Fund	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Personnel Services	212,915	168,348	270,010	279,395
Expenses	301,537	239,522	324,159	335,023
Total	514,451	407,870	594,169	614,418

**Major Accomplishments for 2021**

- FY 2021 was a difficult year for rink operations with covid protocols and periodic shutdowns of rink services by the State. Despite those frequent disruptions, rink operations continued and the rink had a successful season for the residents and teams that utilize the facility.

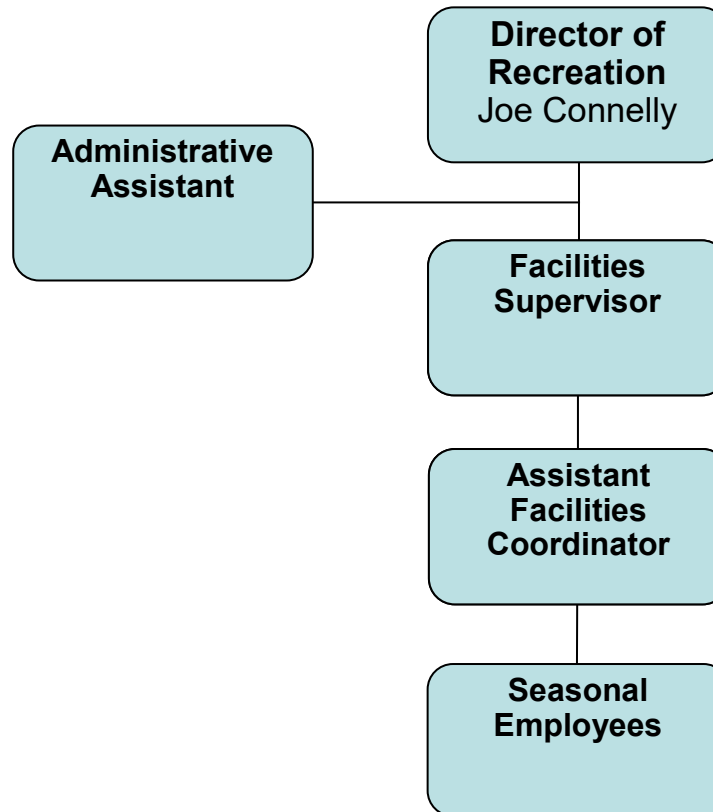
Performance / Workload Indicators

	FY2019 Actual	FY2020 Actual	*FY2021 Actual	FY2022 Estimated
Ed Burns Arena				
Ice Rental Hours	1,559	1,379	1293	1350
Adults	4,581	3,858	479	3500
Children/ Seniors	6,732	6,434	714	5500
Public Skating Passes:				
Adults	34	33	0	0
Children/ Seniors	61	50	0	0
Skate Rentals	3,405	3,202	988	2500
Skate Sharpening	352	146	92	125
Skate Sharpening Passes	2	1	0	0
Stick and Puck	1,102	1,121	417	850

* FY2021 was forced to shutdown periodically due to the covid pandemic and public skating operated at only 25%-40% capacity

STAFFING

Ed Burns Arena Enterprise Fund	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Managerial	0.2	0.2	0.2	0.2
Clerical	0.7	0.7	0.7	0.7
Professional/Technical	1.2	1.2	1.0	1.0
Custodial/Bldg. Maint.	0.8	0.8	0.8	0.8
Total	2.9	2.9	2.7	2.7





Program Description

The Council on Aging (COA) Transportation Program was established as a Town Enterprise Fund in 1988 to provide affordable transportation for Arlington seniors. Access to transportation has continued to be a leading factor in the quality of life for adults over age 60. Arlington has one of the highest percentages of older adults in the town population, compared to neighboring towns in the commonwealth. By 2025, it is estimated that Arlington Residents age 60+ will surpass 30% of the town population. It is crucial to provide an array of accessible transportation options to allow older adults to maintain independent and active lives. Many older adults are not able to walk long distances or stand at bus stops, highlighting the critical need for accessible curb-to-curb transportation programs as run through the Council on Aging. The COVID-19 Pandemic has only further highlighted the need for safe and reliable transportation options for older adults in Arlington.

One of the program goals is to reduce barriers to medical treatment. The COA Transportation program provides thousands of rides a year to medical appointments both within Arlington and to surrounding communities through the greater Boston region. These rides are completed using two accessible wheelchair-lift passenger vans, volunteer drivers, partnerships with the local taxi company, and Uber.

The program also has a goal of combating social isolation. The two accessible vans allow older residents to maintain independence and schedule rides to grocery shop, attend a class or a program, complete necessary errands or meet a friend for a social visit. The COA has been proud to continue transportation services for older residents in Arlington under new safety protocols, to allow older residents to get to the places they need amidst the pandemic.

Budget Statement

As an Enterprise Fund, the COA Transportation Program must generate sufficient revenues to meet its program expenses. Program expenses include administrative costs for supervision, driver pay, mandatory trainings, taxi program expenses, fuel, and vehicle repair. Program revenues are generated through rider fees, Community Development Block

Budget Statement (cont.)

Grant (CDBG) funding, a grant from the Symmes Medical Use Nonprofit Corporation, funding from the Elizabeth and George L. Sanborn Foundation for the Treatment and Cure of Cancer, Inc and other specific grants related to serving the transportation needs of seniors. The Council on Aging must continually seek revenue from riders and non-municipal resources in order to continue to offer a low-cost transportation option for Arlington residents age 60 and over.

The COA Transportation Program utilizes a menu of transportation services, including volunteer drivers. The division continues to seek out additional funding to cover the cost of providing low-cost transportation to seniors.

PROGRAM COSTS

Council on Aging Transportation	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Personnel Services	76,261	76,569	108,580	162,344
Expenses	16,930	30,461	32,300	32,300
Total	93,191	107,030	140,880	194,644

FY2023 Objectives

- Continue to form partnerships with transportation related organizations options through participation in MASS DOT regional meetings, partnerships with other area COAs, and participation in the Arlington Sustainable Transportation Advisory Committee.
- Recruit 10 new volunteers as Medical Escort Drivers to meet increased demand.
- Offer free van rides to all programs at the Arlington Community Center once refurbishment is complete (for the first year after unveiling) in order to drive participation and activity in the new center.
- Continue to offer free van rides to monthly podiatry clinic due to the importance of this service.
- Replace 2013 van through MassDOT Grant.
- Continue to educate Arlington Seniors on Ride Sharing and shift rides from taxi service to uber slowly over time



Objectives (cont.)

- Expand the volunteer program to include transportation to non-medical out of town rides to improve independence for older residents. Work with neighboring towns to possibly form a pool of volunteer drivers for non-medical rides.
- Continue to ask for feedback from our residents on the types of transportation needs they have that we do not cover. i.e. out of town rides for social visits, or non-medical needs.
- Continue weekly rides to Market Basket in Burlington.
- Continue to reevaluate the Senior Center transportation programs to increase the number of new riders through focus groups conducted by the Age-Friendly Initiative.
- Continue to seek additional funding sources through charitable foundations focusing on reducing isolation as a health determinate factor.

Major Accomplishments for 2021

- Offered free medical van rides during FY21 in order to address the crucial transportation needs of older adults as the pandemic continued.
- Provided complimentary taxi transportation for all medical rides within the greater Boston region through FY21. This was able to happen thanks to a generous grant from MAPC to support local livery businesses and a grant from Lahey Hospital.
- Provided free transportation (van, cab or uber) rides to anyone going to a COVID-19 Vaccine Appointment.
- Provided free transportation to all Arlington Residents, all ages, going to cancer related treatments or medical appointments thanks to a grant from the Sanborn Foundation.
- Hired a 5th COA Van Driver to meet the demand of increased van rides requested.
- Participated in creation of Sustainable Transportation Plan as a member of the committee to represent the needs of older adults in Arlington.

Major Accomplishments (cont.)

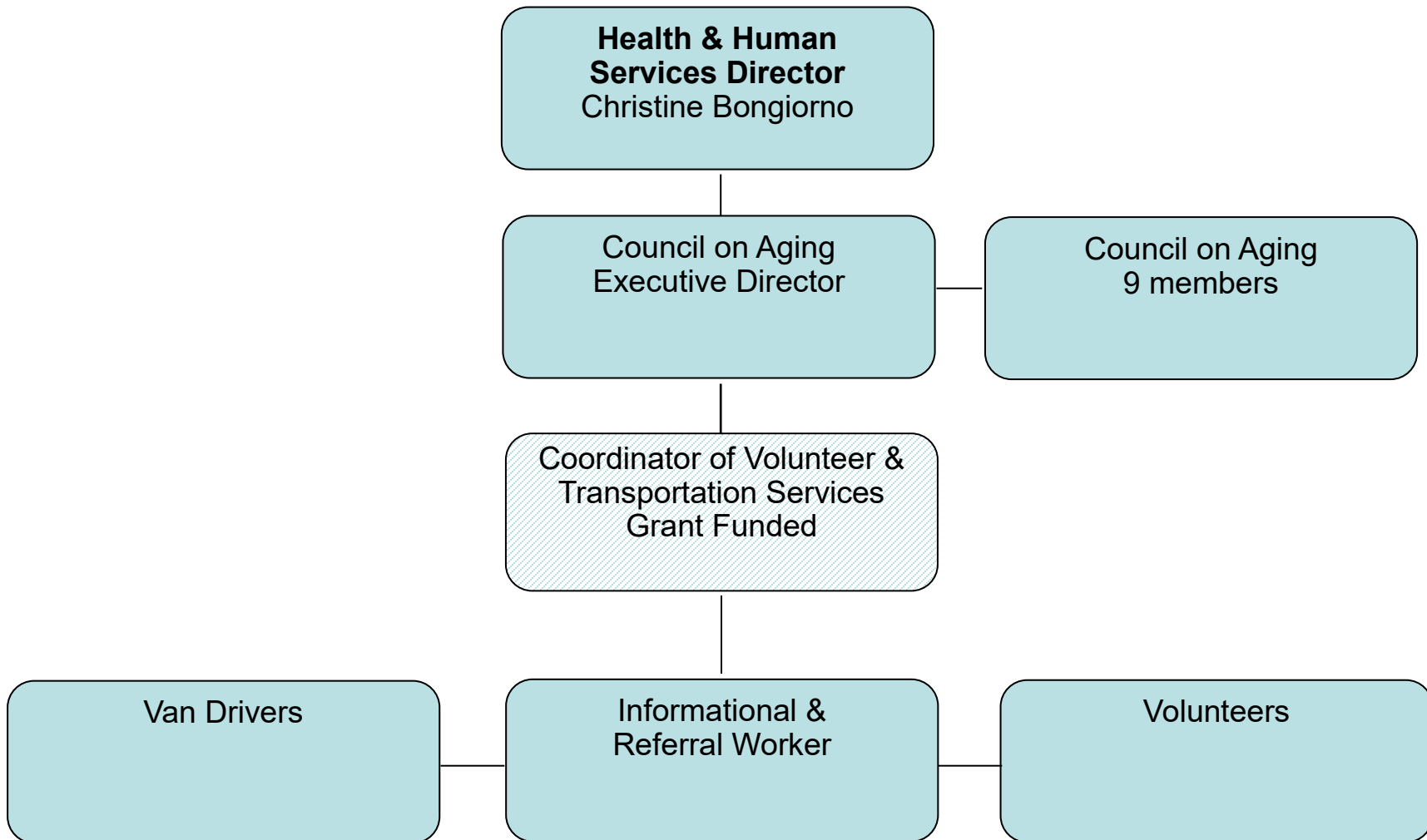
- Held Age Friendly focus group, in person, on the topic of transportation for accurate and up to date feedback on Senior Transportation issues in Arlington.
- All van drivers participated in Dementia Friendly Driver training hosted by Dementia Friendly Massachusetts.
- Continued to educate people on ride share applications by holding virtual educational sessions to train people on downloading and using the Uber app.
- Hosted MBTA Senior Charlie Card Event for 30 seniors.
- Added a 2nd van driver to Tuesday van service schedule to accommodate increased demand of rides to Market Basket, allowing for one dedicated Market Basket van on Tuesdays
- Provided complimentary van rides to all vaccine clinics.
- Continued to provide complimentary van rides to residents visiting Arlington EATS.

STAFFING

Council on Aging Transportation	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Managerial	0	0	0	0.00
Clerical	0.80	0.80	0.80	0.80
Transportation Drivers	0	0	0	0.80
Total	0.80	0.80	0.80	1.60

Performance/Workload Indicators

Council on Aging Transportation Enterprise Fund	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Estimated
Vans - One Way Rides	9,800	8,765	1,440	1,600
Medical Taxi Rides	11,101	12,300	1,702	1,700
Uber rides	158	312	0	75





Program Description

The Arlington Youth Counseling Center (AYCC) is a welcoming and inclusive community mental health center and the leading provider of outpatient and school-based mental health services for Arlington youth (ages 3-21) and their families. Central to its mission, AYCC is committed to ensuring that all community youth and families have access to comprehensive, culturally-sensitive, and high-quality mental health care, regardless of their ability to pay. AYCC provides thousands of dollars of free and reduced-fee care to families who are uninsured, under-insured, or who otherwise cannot afford the cost of deductibles and copays. Additionally, AYCC offers weekly support groups for people who have experienced domestic violence, and provides critical social services in the community, including resource coordination and case management, for Arlington residents experiencing housing instability, food insecurity, and other basic resource needs.

Budget Statement

The proposed FY23 budget for the Arlington Youth Counseling Center's (AYCC) enterprise fund reflects an anticipated budget increase of \$234,677, or nearly 26%, over FY22. Personnel costs (salaries and wages) make up the entirety of this increase, representing step and cost of living increases for existing salaried employees, increased hours for AYCC's child and adolescent psychiatrist, and the addition of six full-time and eight part-time clinicians. As noted in the budget, all costs previously reflected in the Fee for Service Clinicians line will be shifted to the Salaries and Wages line moving forward.

AYCC anticipates continued revenue growth in FY23 through increased insurance reimbursements and client copayments. Recently secured payments from commercial insurance providers for services delivered by non-independently licensed clinicians and clinical interns will account for a significant share of this increase. In addition, AYCC will receive ARPA funding to support expanded child and adolescent psychiatry, domestic violence prevention, and other behavioral health services for children and families.

PROGRAM COSTS

Youth Counseling Center Enterprise Fund	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Personnel Services	434,935	491,486	589,872	1,167,240
Expenses	303,554	331,072	320,500	50,500
Total	738,489	822,558	910,372	1,217,740

FY2023 Objectives

- Continue to provide comprehensive, affirming, and high-quality mental health care to community youth and families through outpatient, virtual, and school-based counseling, clinical consultation, and case management services.
- Increase access to psychiatric evaluation and medication treatment among AYCC's child and adolescent clients by offering expanded, virtual psychiatry hours.
- Reduce wait time for youth and families seeking services at AYCC by hiring new part-time clinicians, expanding weekend telehealth services, and exploring options for clinic-based services on Saturdays when clinical space becomes available in the Whittemore Robbins Cottage.
- Collaborate with the Board of Youth Services, the Arlington Public Schools, and other community partners to offer community forums, presentations, and trainings that are responsive to the mental health needs of youth and families, especially those who are marginalized, in the community.
- Continue to identify and address racial and other systemic inequities within AYCC as an institution, and in our work with the community.
- Continue to support professional development opportunities among AYCC clinicians by hosting in-service trainings, and by providing funding support for clinicians to attend external trainings and conferences.
- Explore opportunities for group work, workshops, and other short-term counseling and support services during school vacations, summer break, and as needed throughout the year.
- Continue to offer community resource support and case management services to Arlington residents experiencing basic resource needs.



Major Accomplishments for 2021

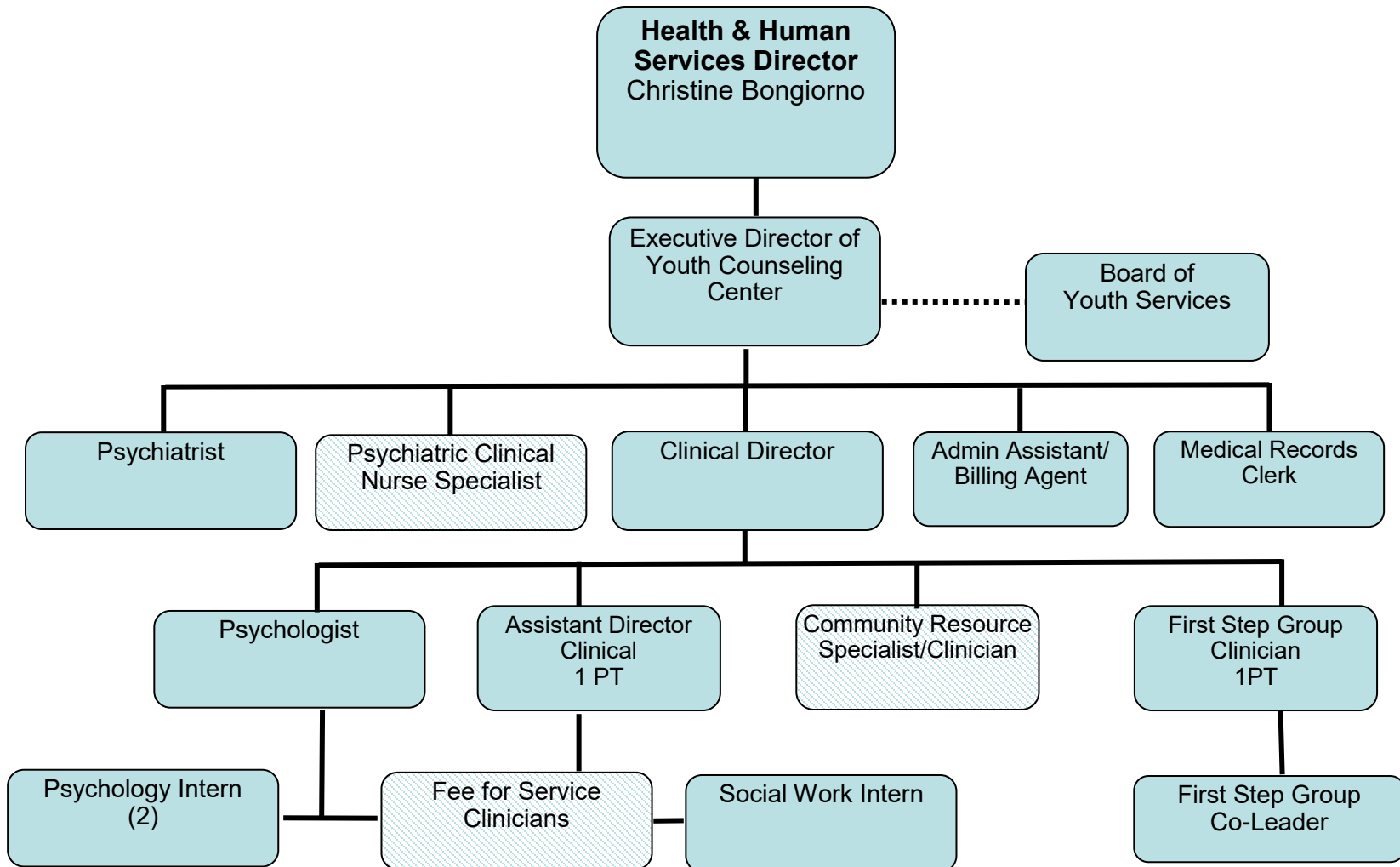
- Conducted 8,402 counseling and medication treatment sessions with 313 clients, including 76 new AYCC clients. 8,037 of these sessions were conducted via telehealth.
- Provided 658 virtual counseling sessions to 46 students in Arlington Public Schools through the Project Success Program.
- Expanded counseling hours to include telehealth services on Saturday mornings
- Provided weekly therapeutic and clinical support to students in the Workplace, an alternative program at Arlington High School. Support to Workplace students was offered virtually for the majority of the school year.
- Facilitated 20 therapeutic groups for victims and survivors of domestic violence. Provided phone support and virtual check-ins with group members, as needed, when in-person groups were suspended due to COVID-19.
- Engaged 98 Arlington residents in case management services to identify and address unmet basic needs and facilitate access to local and statewide resources and assistance programs.
- Through the Arlington COVID-19 Relief fund, distributed \$168,456 in emergency financial assistance to 92 community members/ households who had experienced income loss as a result of the pandemic.
- Provided \$29,417 in free and reduced fee mental health services to families in financial need.
- Partnered with the Board of Youth Services to host a virtual community forum, "Parenting during a Pandemic: Body Image, Eating, and Eating Disorders," with Dr. Jodi Galin.
- Reclassified 13 AYCC clinicians from independent contractors to Town of Arlington employees to ensure compliance with the Massachusetts Independent Contractor Law.
- Increased revenue through medical reimbursements and client copayments by 14% over FY20.
- Raised nearly \$70,000 through a sustained fundraising campaign honoring AYCC's 50 years of service to the Arlington community.

STAFFING

Youth Counseling Center Enterprise Fund	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Request
Managerial	1	1	1	1
Clerical	1	1	1	1
Professional/Technical	2.97	4.02	4.02	11.11
Total	4.97	6.02	6.02	13.11

Performance / Workload Indicators

Youth Services	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Estimated
Total Counseling Sessions	5,671	6,622	7,904	7,400
Psychiatric Evaluations	-	31	84	35
Medication Management Sessions	-	456	414	460
Total AYCC Clients	350	349	313	350
New AYCC Clients	-	138	76	140
Group Sessions Conducted	53	35	0	25
First Step Group	50	36	20	48
Total Case Management Clients	0	40	98	90
New Case Management Clients	0	27	63	40
Case Consultation and Care Coordination	0	472	628	500
COVID-19 Relief Fund Recipients	0	0	92	20





Enterprise Fund Budget History Summary

Fund	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Budget	\$ Change	% Change
Water/Sewer						
Revenue	(22,346,487)	(23,909,538)	(23,588,928)	(23,883,698)	(294,770)	1.2%
Expense	21,503,151	21,461,173	23,588,928	23,883,698	294,770	1.2%
Balance	(843,336)	(2,448,365)	0	0		
Recreation						
Revenue	(1,265,933)	(1,414,243)	(1,725,354)	(1,892,824)	(167,470)	9.7%
Expense	1,620,764	1,030,947	1,725,354	1,892,824	167,470	9.7%
Balance	354,831	(383,295)	0	0		
Rink						
Revenue	(517,231)	(473,564)	(594,169)	(614,418)	(20,249)	3.4%
Expense	514,451	407,870	594,169	614,418	20,249	3.4%
Balance	(2,780)	(65,694)	0	0		
AYCC						
Revenue	(741,699)	(829,990)	(910,372)	(1,217,740)	(307,368)	33.8%
Expense	738,488	822,558	910,372	1,217,740	307,368	33.8%
Balance	(3,211)	(7,432)	0	0		
COA Transportation						
Revenue	(124,028)	(88,815)	(140,880)	(194,644)	(53,764)	38.2%
Expense	93,191	107,030	140,880	194,644	53,764	38.2%
Balance	(30,837)	18,215	0	0		



SECTION VI

CAPITAL IMPROVEMENT PROGRAM



Capital Improvement Program Description

The Town Manager is responsible for submitting a five-year capital planning program for all departments to the Select Board, Finance Committee, and Town Meeting each year. A Capital Planning Committee (CPC) was created in 1986 to advise and make recommendations to the Town Manager regarding the capital plan. The Committee comprises 9 members who meet between the months of September and December to review the requested capital items by all departments, boards, and committees and develop a recommended budget and plan to the Town Manager. The members include up to 5 members of the public, the Comptroller, the Treasurer/Collector, the Superintendent or her representative, and the Town Manager or his representative. The first year of the Capital Plan is submitted to the Town Meeting as the Capital Budget for appropriation. The Five Year Capital Plan is reviewed and revised each year to make changes in priorities and to add an additional year to the planning process.

The goal of the Capital Planning Program is to provide a means of planning for the maintenance and improvement of the capital assets and infrastructure of the Town. The maintenance of infrastructure and the capital assets are of vital importance to the delivery of the quality services. The following are the objectives:

- Review, plan, and coordinate capital improvements so as to promote a systematic, organized replacement and acquisition schedule.
- Ensure that, given limited resources, the capital needs of the community are met.
- Present a sound financial package so as to stabilize and level out the debt of the Town. It should assure timely planning for the most economical method of financing capital improvements.
- Ensure wider community participation in the planning of projects, reducing the pressure to fund some projects that do not present as great a need as others.
- Promote a more effective administration and coordination of capital projects to reduce scheduling problems and conflicting or overlapping projects not only among local departments, but also among other local and state agencies and private enterprises such as the gas and electric companies.

The Capital Planning Committee uses the following definitions when deciding whether a particular budget item shall be in the Capital Budget or the Operating Budget. Other communities may define these terms differently.

Capital Asset: An asset that (1) has an expected useful life of at least two years and (2) either has a unit cost of at least \$3,000 or is purchased in a program to gradually purchase a quantity of essentially identical units such that the total quantity price is over \$25,000.

Capital Improvement: An improvement to a capital asset that may reasonably be expected to either (1) adapt the capital asset to a different use or (2) appreciably lengthen the useful life of the capital asset beyond what may be expected with normal maintenance.

In reviewing the requests of the operating departments, the committee uses the following criteria for evaluation:

1. Imminent threat to the **health** and safety of citizens/property.
2. **Preservation** of operations/necessary expenditure. This does not include ordinary maintenance but rather maintaining a current service level through improvement of a capital asset. These may be major expenditures that will avoid costly replacement in the future.
3. Requirement of State or Federal **Law**/regulation.
4. Improvement of **infrastructure**.
5. Improvement of **productivity**.
6. **Alleviation** of an overtaxed/overburdened situation.

**The Capital Planning Process:**

The CPC receives capital budget requests from Department Heads and begins to meet and review requests in early October. The CPC members look at the Town's overall financial situation and, within this larger context, each department's request is compared to the request and the recommendation from the prior year and to the five-year capital plan for that department. The members also tend to ask if this request reflects an interdepartmental planning effort, if the department has considered other sources of funding, or if the department has undertaken any kind of cost/benefit analysis. CPC members like to see evidence of longer-term planning for departmental needs, as well as planning for maintenance expenses and of interdepartmental cooperation. Priorities that emerge suddenly in one year with no reference in prior year requests tend to be more heavily scrutinized.

Information Technology requests are expected to have passed through the master planning process, coordinated and updated through the Information Technology Advisory Committee (ITAC). The ITAC maintains a 5 year plan for IT expenses including phones, wireless, computer systems replacement, GIS, etc. Increasingly, the CPC looks for evidence of long-term interdepartmental planning around expenditures for buildings (with the Facilities Department), playgrounds, parks and fields (with the Recreation Department). Vehicles and copiers are common requests and the CPC appreciates the coordinated purchasing programs for these items.

The capital budget is prepared from a Town-wide perspective. There is no assumption of a budget quota for individual departments. CPC members look at the history of spending patterns for each department. Departments that have requested and received more money than actually required or do not spend their appropriations in a timely manner tend to be more heavily scrutinized.

The CPC members each specialize in two or three departments and meet with those department heads during the Fall. The intent of these meetings is to enable the CPC to gain a fuller understanding of the current and long-term needs of the department and the process used to determine these needs. The results of these meetings are reported back to the whole CPC and are often discussed by the group.

The CPC converts the data requests to a spreadsheet and reviews the requests in relation to their priorities, their urgency, their cost, etc. By longstanding Town policy, the sum of money available to fund the Town's Capital program is approximately five percent (5%) of the total revenue. This sum includes the debt service from prior years. Historically the CPC has received requests far exceeding this sum. Thus very difficult decisions must be made as to what projects receive funding in any given year. After considerable review, the CPC recommends a capital budget for the Town, based on advice from the Finance Committee and others about what the Town can afford. The recommendations are submitted to the Town Manager.

The Capital Budget for FY2023 and the Capital Plan for FY2023 — 2027 are presented on the following pages. The terms "Bonds," "Cash," and "Other" are used to describe the sources of funding for the capital budget and plan. "Cash" refers to those expenditures that are paid for in their entirety in the next fiscal year directly from the general fund. "Bonds" refers to those expenditures that are acquired through borrowing, the payments for which may or may not affect the next fiscal year, but in any event are paid for over an extended period of time, usually five to twenty years. Those extended payments include both principal and interest, usually referred to as "debt service." Typically, capital expenditures less than \$100,000 are paid for in cash, not bonded. "Other" refers to those expenditures that are financed from sources that do not arise directly from the Town's tax levy; these sources may be state or federal grants, user fees, private donations, trust funds, and other non-tax sources. The last column, "CPA," refers to those projects that are recommended for Community Preservation Act funding.

**Capital Budget FY2023 and Capital Plan FY2023-FY2027**

The Town's capital improvements program policies call for the allocation of approximately 5% of the general fund revenues to the capital budget. This is exclusive of dedicated funding sources such as enterprise funds, grants, and Proposition 2 ½ debt exclusion projects. For FY2023 funding for the capital budget is as follows:

Bonding: \$2,252,100
Cash: \$3,426,277
Other: \$3,806,500

Our existing non-exempt debt is \$6,973,574 which is consistent with prior debt service projections for FY2023. The total capital budget for FY2023, including debt, is estimated at \$21.9 million. With ongoing commitments to spending on the High School and DPW projects, the remainder of the Capital Plan continues to fund ongoing, recurring capital needs such as roads, sidewalks, water and sewer improvements, vehicles, and information technology equipment, without taking on new major investments in FY2023.

The Capital Planning Committee continued to consider the impact of the Community Preservation Act (CPA) funding on projects that have historically been funded through the capital budget, but could be eligible for CPA funding this fiscal year and beyond. The Committee has included \$2.3 million of recreation and open space and historic preservation projects in the five year capital plan that has been recommended for CPA funding. The Community Preservation Act Committee has completed its review of final applications submitted for the FY2023 funding cycle and will make recommendations for CPA funding at Town Meeting.

Statutory Debt Capacity: State law imposes a debt limit on each community, on certain debt, equal to 5% of the Equalized Valuation (EQV) of the Town. Based on the current Department of Revenue (DOR) reported EQV of \$12.8 billion, the debt limit is \$639.7 million. Arlington's estimated applicable FY 2023 outstanding debt of \$156 million, represents 24.3% of the statutory limit.



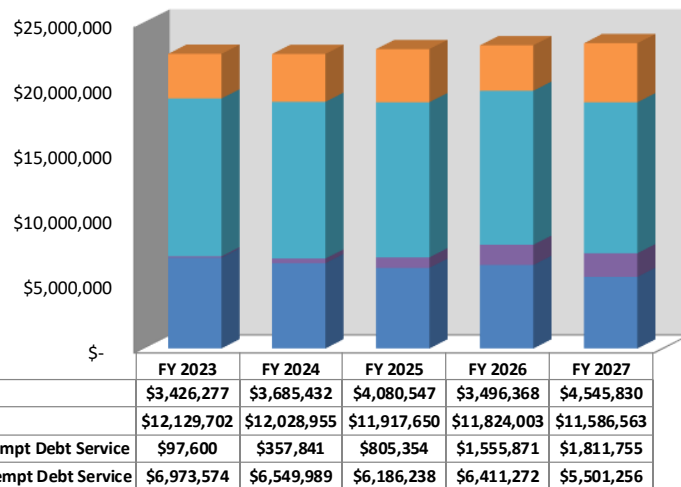
FY2023 Proposed Capital Financing Plan

Non-Exempt Debt: Debt service that is funded by the General Fund and within the limitations of Proposition 2 ½.

Exempt Debt: Debt service that is funded through a debt exclusion vote. A debt exclusion is an action taken by a community through a referendum vote to raise the funds necessary to pay debt service costs for a particular project from the property tax levy, but outside the limits under Proposition 2 ½.

Enterprise Fund Debt: Debt service that is funded from Water & Sewer rates.

Capital Plan Appropriation Summary



FY 2023 Acquisition Expense by Funding Source

		% of Total
Cash	\$ 3,426,277	36%
Bond	\$ 2,252,100	24%
Other	\$ 3,806,500	40%
Total Acquisition Expense	\$ 9,484,877	

FY 2023 Debt Service Appropriation by Use of Funds

Water/Sewer Debt Service (voted separately in Water/Sewer Fund budget)	
Prior	\$ 1,775,587
New	\$ -
Total Water/Sewer Debt Service	\$ 1,775,587
Rink Enterprise Fund Debt Service	
Prior (voted separately in Rink Fund budget)	\$ 56,256
New	\$ 11,150
Total Rink Fund Debt Service	\$ 67,406
Rink Fund Debt Payment	\$ 56,256
General Fund Debt Service	
Non-Exempt, Prior	\$ 6,906,168
Non-Exempt, New	\$ 97,600
Rink Debt subsidized by General Fund	\$ 11,150
Non-Exempt Debt Service Subtotal	\$ 7,014,918
Exempt Debt Service	\$ 12,129,702
Total General Fund Debt Service Appropriation	\$ 19,144,620
LESS: Transfers and other sources: Non-Exempt Debt	
Ambulance Fund	\$ 94,231
Antenna Fund	\$ 198,584
Parking Fund	\$ 25,000
Urban Renewal Fund	\$ 44,144
Capital Carryforwards	\$ 258,099
LESS: Transfers and other sources Subtotal	\$ 620,058
Net General Fund Non-Exempt Debt Service Expense	\$ 6,394,860
Transfers and other sources: Exempt Debt Service	
Net General Fund Exempt Debt Service Expense	\$ 12,129,702
NET General Fund Debt Service Expense Total	\$ 18,524,562
(Total GF Exempt & Non-Exempt Debt Service, less Transfers & other sources)	
Cash Capital	\$ 3,426,277
LESS: Transfers and other sources	
Less: Sale of Assets	\$ 946
NET General Fund Cash Capital Expense	\$ 3,425,331
TOTAL NET Capital Appropriation	\$ 21,949,893



Capital Budget Fiscal Year 2023

	BOND	CASH	OTHER	Grand Total
CLERK'S OFFICE		\$29,480		\$29,480
Election Poll Pads		\$29,480		\$29,480
COMMUNITY SAFETY - FIRE SERVICES	\$967,000	\$25,000		\$992,000
Firefighter Protective Gear		\$25,000		\$25,000
Engine Pumper to Replace #1025.	\$697,000			\$697,000
Replace vehicle #1015 and #1016	\$144,000			\$144,000
Zetron Upgrade	\$126,000			\$126,000
COMMUNITY SAFETY - POLICE SERVICES	\$120,000	\$197,000	\$32,000	\$349,000
Bullet Proof Vest Program		\$22,000		\$22,000
Vehicle Replacement Program		\$140,000		\$140,000
Boiler Replacement	\$120,000			\$120,000
Parking Control Vehicle(s)			\$32,000	\$32,000
Fingerprint Machines Livescan		\$35,000		\$35,000
COUNCIL ON AGING TRANSPORTATION ENTERPRISE FUND			\$15,000	\$15,000
Van Replacement Program			\$15,000	\$15,000
FACILITIES		\$75,000		\$75,000
Town Hall - Renovations		\$75,000		\$75,000
INFORMATION TECHNOLOGY		\$670,000		\$670,000
School - Admin Computers and Peripherals		\$40,000		\$40,000
School - Network Infrastructure		\$80,000		\$80,000
School - Replacement academic PC's district wide		\$400,000		\$400,000
School - Software Licensing		\$40,000		\$40,000
Town Microcomputer Program		\$60,000		\$60,000
Town Software Upgrades & Standardization		\$50,000		\$50,000



Capital Budget Fiscal Year 2023 (cont.)

	BOND	CASH	OTHER	Grand Total
LIBRARY		\$79,719		\$79,719
MLN Equipment Schedule		\$79,719		\$79,719
PLANNING		\$175,000		\$175,000
Bike Rack Installation		\$25,000		\$25,000
Townwide ADA accessibility upgrades		\$100,000		\$100,000
Design and engineering consultants		\$50,000		\$50,000
PUBLIC WORKS CEMETERY DIVISION	\$135,000		\$10,000	\$145,000
Backhoe	\$135,000			\$135,000
Headstone Cleaning & Repair			\$10,000	\$10,000
PUBLIC WORKS ENGINEERING DIVISION		\$25,000		\$25,000
Roadway Consulting Services		\$25,000		\$25,000
PUBLIC WORKS HIGHWAY DIVISION	\$350,100	\$1,526,658	\$875,000	\$2,751,758
Chapter 90 Roadway			\$750,000	\$750,000
Fork Lift	\$100,000			\$100,000
Install Sidewalk Ramps - CDBG			\$125,000	\$125,000
Roadway Reconstruction		\$350,000		\$350,000
Roadway Reconstruction Override 2011		\$512,033		\$512,033
Sander Body		\$17,500		\$17,500
Sidewalk Ramp Installation		\$65,000		\$65,000
Sidewalks and Curbstones		\$300,000		\$300,000
Snow Plow Replacement		\$12,000		\$12,000
Street Sweeper	\$250,100			\$250,100
Accessibility Improvements (Override 2019)		\$210,125		\$210,125
Traffic Signal Upgrades		\$60,000		\$60,000



Capital Budget Fiscal Year 2023 (cont.)

	BOND	CASH	OTHER	Grand Total
PUBLIC WORKS NATURAL RESOURCES DIVISION		\$67,500		\$67,500
Mower Trailer		\$7,500		\$7,500
Tree Chipper		\$60,000		\$60,000
PUBLIC WORKS WATER/SEWER DIVISION			\$2,874,500	\$2,874,500
Drainage Rehab - Regulatory Compliance (Ch-308)			\$350,000	\$350,000
Hydrant and Valve replacement program			\$100,000	\$100,000
Sewer System Rehabilitation			\$900,000	\$900,000
Water System Rehabilitation			\$1,400,000	\$1,400,000
Compressor Truck			\$110,000	\$110,000
Mini-Excavator Trailer			\$14,500	\$14,500
PURCHASING		\$65,920		\$65,920
Photocopier Replacement Program		\$65,920		\$65,920
RECREATION		\$135,000		\$135,000
ADA Study Implementation Program		\$50,000		\$50,000
Feasibility Study		\$10,000		\$10,000
Playground Audit and Safety Improvements		\$75,000		\$75,000



Capital Budget Fiscal Year 2023 (cont.)

	BOND	CASH	OTHER	Grand Total
SCHOOLS	\$680,000	\$280,000		\$960,000
All Schools - Photocopier Lease Program		\$120,000		\$120,000
All Schools - Security Updates		\$100,000		\$100,000
All Schools - Ceiling Tile Replacement		\$10,000		\$10,000
Gibbs School Drainage Repairs	\$100,000			\$100,000
Brackett School Playground Renovation	\$80,000			\$80,000
Hardy School Roof Replacement	\$400,000			\$400,000
Brackett School Victaulic Fittings		\$50,000		\$50,000
Peirce School Additional Classrooms	\$100,000			\$100,000
TOWN MANAGER		\$75,000		\$75,000
Big Belly Solar-Powered Trash Compactors		\$75,000		\$75,000
Grand Total	\$2,252,100	\$3,426,277	\$3,806,500	\$9,484,877



CAPITAL PLAN FY2023-2027

	2023	2024	2025	2026	2027	Grand Total
CLERK'S OFFICE	\$29,480			\$3,080		\$32,560
DEPARTMENTAL PROJECT	\$29,480			\$3,080		\$32,560
Election Poll Pads	\$29,480			\$3,080		\$32,560
COMMUNITY SAFETY - FIRE SERVICES	\$992,000	\$586,000	\$247,000	\$30,000	\$749,000	\$2,604,000
EQUIPMENT REPLACEMENT	\$151,000	\$80,000	\$30,000	\$30,000	\$35,000	\$326,000
Firefighter Protective Gear	\$25,000	\$30,000	\$30,000	\$30,000	\$35,000	\$150,000
Jaws of Life - Extrication Equipment		\$50,000				\$50,000
Zetron Upgrade	\$126,000					\$126,000
INFRASTRUCTURE IMPROVEMENT		\$94,000	\$100,000		\$185,000	\$379,000
Central station exterior waterproofing			\$100,000			\$100,000
Headquarters - Replacement of Boilers (2)					\$54,000	\$54,000
Headquarters - Replacement of Hot Water Tank					\$27,000	\$27,000
Headquarters - Replacement of Roof Top Unit					\$27,000	\$27,000
Highland - Replacement of (2) Boilers					\$51,000	\$51,000
Highland - Replacement of Hot Water Tank					\$26,000	\$26,000
Park Circle - (4) Air Handlers Replacement		\$54,000				\$54,000
Park Circle - Air Handler (Apparatus bay)		\$18,000				\$18,000
Park Circle - Water Heater		\$22,000				\$22,000
PUBLIC BUILDING MAINTENANCE		\$14,000				\$14,000
Park Circle - Apparatus Bay Heating Unit		\$14,000				\$14,000
VEHICLE REPLACEMENT	\$841,000	\$398,000	\$117,000		\$529,000	\$1,885,000
Engine Pumper to Replace #1025.	\$697,000					\$697,000
Replace vehicle #1015 and #1016	\$144,000					\$144,000
Rescue Ambulance replacing #1026		\$345,000				\$345,000
Rescue Ambulance replacing #1032					\$400,000	\$400,000
Vehicle Replacement - #1017 2012 Ford Escape		\$53,000				\$53,000
Vehicle Replacement - #1018 2012 F250 M2			\$60,000			\$60,000
Vehicle Replacement - #1022 2014 Ford Interceptor			\$57,000			\$57,000
Vehicle Replacement - #1023 2014 Ford Explorer					\$62,000	\$62,000
Vehicle Replacement - #1028 2017 Ford Interceptor					\$67,000	\$67,000



CAPITAL PLAN FY2023-2027 (cont.)

	2023	2024	2025	2026	2027	Grand Total
COMMUNITY SAFETY - POLICE SERVICES	\$349,000	\$432,000	\$217,000	\$200,000	\$250,000	\$1,448,000
EQUIPMENT REPLACEMENT	\$177,000	\$272,000	\$25,000	\$25,000	\$75,000	\$574,000
Boiler Replacement	\$120,000					\$120,000
Bullet Proof Vest Program	\$22,000	\$22,000	\$25,000	\$25,000	\$25,000	\$119,000
Cooling Tower		\$250,000				\$250,000
Fingerprint Machines Livescan	\$35,000					\$35,000
Specialty Vehicle					\$50,000	\$50,000
VEHICLE REPLACEMENT	\$172,000	\$160,000	\$192,000	\$175,000	\$175,000	\$874,000
Parking Control Vehicle(s)	\$32,000		\$32,000			\$64,000
Vehicle Replacement Program	\$140,000	\$160,000	\$160,000	\$175,000	\$175,000	\$810,000
COUNCIL ON AGING TRANSPORTATION ENTERPRISE FUND	\$15,000		\$15,000			\$30,000
VEHICLE REPLACEMENT	\$15,000		\$15,000			\$30,000
Van Replacement Program	\$15,000		\$15,000			\$30,000
FACILITIES	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$375,000
PUBLIC BUILDING MAINTENANCE	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$375,000
Town Hall - Renovations	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$375,000
INFORMATION TECHNOLOGY	\$670,000	\$699,000	\$715,000	\$767,500	\$900,000	\$3,751,500
EQUIPMENT REPLACEMENT		\$20,000	\$10,000	\$10,000	\$10,000	\$50,000
Conference Room Presentation Technology Program		\$20,000	\$10,000	\$10,000	\$10,000	\$50,000
INFORMATION TECHNOLOGY	\$670,000	\$679,000	\$705,000	\$757,500	\$890,000	\$3,701,500
School - Admin Computers and Peripherals	\$40,000	\$42,000	\$45,000	\$47,500	\$50,000	\$224,500
School - Network Infrastructure	\$80,000	\$80,000	\$30,000	\$20,000	\$20,000	\$230,000
School - Replacement Academic PC's District Wide	\$400,000	\$400,000	\$450,000	\$500,000	\$600,000	\$2,350,000
School - Software Licensing	\$40,000	\$40,000	\$50,000	\$55,000	\$75,000	\$260,000
Town Microcomputer Program	\$60,000	\$62,000	\$65,000	\$65,000	\$65,000	\$317,000
Town Software Upgrades & Standardization	\$50,000	\$55,000	\$65,000	\$70,000	\$80,000	\$320,000



CAPITAL PLAN FY2023-2027 (cont.)

	2023	2024	2025	2026	2027	Grand Total
LIBRARY	\$79,719	\$145,803	\$72,030	\$69,903	\$70,703	\$438,158
EQUIPMENT REPLACEMENT	\$79,719	\$145,803	\$72,030	\$69,903	\$70,703	\$438,158
Energy Management System		\$70,000				\$70,000
MLN Equipment Schedule	\$79,719	\$75,803	\$72,030	\$69,903	\$70,703	\$368,158
PLANNING	\$175,000	\$150,000	\$100,000	\$100,000	\$150,000	\$675,000
DEPARTMENTAL PROJECT	\$125,000	\$100,000	\$100,000	\$100,000	\$100,000	\$525,000
Bike Rack Installation	\$25,000					\$25,000
Townwide ADA accessibility upgrades	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
INFRASTRUCTURE IMPROVEMENT	\$50,000	\$50,000			\$50,000	\$150,000
BLUEBikes expansion/ maintenance		\$50,000			\$50,000	\$100,000
Design and engineering consultants	\$50,000					\$50,000
PUBLIC WORKS ADMINISTRATION					\$850,000	\$850,000
INFRASTRUCTURE IMPROVEMENT					\$850,000	\$850,000
LED Streetlight Replacement					\$850,000	\$850,000
PUBLIC WORKS CEMETERY DIVISION	\$145,000	\$85,000	\$10,000	\$10,000	\$10,000	\$260,000
DEPARTMENTAL PROJECT	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
Headstone Cleaning & Repair	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
EQUIPMENT REPLACEMENT	\$135,000	\$75,000				\$210,000
Backhoe	\$135,000					\$135,000
Mini-Excavator		\$75,000				\$75,000
PUBLIC WORKS ENGINEERING DIVISION	\$25,000		\$25,000			\$50,000
DEPARTMENTAL PROJECT	\$25,000		\$25,000			\$50,000
Roadway Consulting Services	\$25,000		\$25,000			\$50,000



CAPITAL PLAN FY2023-2027 (cont.)

	2023	2024	2025	2026	2027	Grand Total
PUBLIC WORKS HIGHWAY DIVISION	\$2,751,758	\$2,821,211	\$3,055,217	\$2,918,185	\$3,148,127	\$14,694,498
EQUIPMENT REPLACEMENT	\$129,500	\$18,000	\$90,500	\$18,000	\$31,000	\$287,000
Asphalt Pavement Hot Box			\$60,000			\$60,000
Fork Lift	\$100,000					\$100,000
Sander Body	\$17,500	\$18,000	\$18,000	\$18,000	\$18,500	\$90,000
Snow Plow Replacement	\$12,000		\$12,500		\$12,500	\$37,000
INFRASTRUCTURE IMPROVEMENT	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$300,000
Traffic Signal Upgrades	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$300,000
ROADS AND PATHS INFRASTRUCTURE	\$2,312,158	\$2,430,211	\$2,548,717	\$2,655,185	\$2,787,127	\$12,733,398
Accessibility Improvements (Override 2019)	\$210,125	\$215,378	\$220,763	\$226,282	\$231,939	\$1,104,487
Chapter 90 Roadway	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$3,750,000
Install Sidewalk Ramps - CDBG	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$625,000
Roadway Reconstruction	\$350,000	\$400,000	\$450,000	\$500,000	\$550,000	\$2,250,000
Roadway Reconstruction Override 2011	\$512,033	\$524,833	\$537,954	\$551,403	\$565,188	\$2,691,411
Sidewalk Ramp Installation	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000	\$325,000
Sidewalks and Curbstones	\$300,000	\$350,000	\$400,000	\$437,500	\$500,000	\$1,987,500
VEHICLE REPLACEMENT	\$250,100	\$313,000	\$356,000	\$185,000	\$270,000	\$1,374,100
1 Ton Dump Truck w-Plow-Sander			\$75,000		\$80,000	\$155,000
10 Wheel Dump Truck.		\$133,000				\$133,000
3/4 Ton Pickup			\$44,000			\$44,000
44,000 GVW, 4WD Truck w-Dump Body			\$185,000			\$185,000
44,000 GVW, 4WD Truck w-Sander		\$180,000		\$185,000	\$190,000	\$555,000
Street Sweeper	\$250,100					\$250,100
Utility Truck (Highway 1)			\$52,000			\$52,000



CAPITAL PLAN FY2023-2027 (cont.)

	2023	2024	2025	2026	2027	Grand Total
PUBLIC WORKS NATURAL RESOURCES DIVISION	\$67,500	\$66,000	\$205,000		\$236,500	\$575,000
EQUIPMENT REPLACEMENT	\$67,500		\$135,000		\$166,500	\$369,000
3/4 Ton Pickup w/Liftgate					\$50,000	\$50,000
Enclosed Trailer					\$14,500	\$14,500
Mower 60" Deck					\$20,000	\$20,000
Mower 72" Deck					\$40,000	\$40,000
Mower Trailer	\$7,500					\$7,500
Ride-On Mower					\$42,000	\$42,000
Skid Steer			\$75,000			\$75,000
Stump Grinder			\$60,000			\$60,000
Tree Chipper	\$60,000					\$60,000
VEHICLE REPLACEMENT		\$66,000	\$70,000		\$70,000	\$206,000
1 Ton Pickup Truck w-Dump Body		\$66,000			\$70,000	\$136,000
Utility Vehicles (2)			\$70,000			\$70,000
PUBLIC WORKS WATER/SEWER DIVISION	\$2,874,500	\$3,000,000	\$2,950,000	\$3,006,000	\$3,015,000	\$14,845,500
EQUIPMENT REPLACEMENT	\$124,500	\$100,000			\$65,000	\$289,500
6" High Capacity Pump					\$45,000	\$45,000
Compressor Truck	\$110,000					\$110,000
Mini-Excavator Trailer	\$14,500					\$14,500
Pump Station Generator		\$100,000				\$100,000
Trench Box					\$20,000	\$20,000
INFRASTRUCTURE IMPROVEMENT	\$2,750,000	\$2,900,000	\$2,950,000	\$2,950,000	\$2,950,000	\$14,500,000
Drainage Rehab - Regulatory Compliance (Ch-308)	\$350,000	\$400,000	\$450,000	\$450,000	\$450,000	\$2,100,000
Hydrant and Valve replacement program	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Sewer System Rehabilitation	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$4,500,000
Water System Rehabilitation	\$1,400,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$7,400,000
VEHICLE REPLACEMENT				\$56,000		\$56,000
Utility Truck				\$56,000		\$56,000



CAPITAL PLAN FY2023-2027 (cont.)

	2023	2024	2025	2026	2027	Grand Total
PURCHASING	\$65,920	\$66,418	\$61,300	\$52,700	\$41,500	\$287,838
EQUIPMENT REPLACEMENT	\$65,920	\$66,418	\$61,300	\$52,700	\$41,500	\$287,838
Photocopier Replacement Program	\$65,920	\$66,418	\$61,300	\$52,700	\$41,500	\$287,838
RECREATION	\$135,000	\$419,939	\$135,000	\$635,000	\$135,000	\$1,459,939
INFRASTRUCTURE IMPROVEMENT		\$284,939				\$284,939
Menotomy Rocks Park Playground Renovation		\$284,939				\$284,939
PARKS PLAYGROUNDS & FIELDS	\$135,000	\$135,000	\$135,000	\$635,000	\$135,000	\$1,175,000
ADA Study Implementation Program	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Feasibility Study	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
Parallel Park				\$500,000		\$500,000
Playground Audit and Safety Improvements	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$375,000
Poets Corner Field		\$0				\$0
REDEVELOPMENT BOARD			\$3,697,750			\$3,697,750
MAJOR REPAIRS			\$3,697,750			\$3,697,750
Central School building envelope repairs			\$3,697,750			\$3,697,750
SCHOOLS	\$960,000	\$2,725,000	\$3,115,000	\$3,065,000	\$255,000	\$10,120,000
DEPARTMENTAL PROJECT	\$200,000	\$100,000	\$1,000,000	\$50,000	\$50,000	\$1,400,000
All Schools - Security Updates	\$100,000	\$100,000	\$50,000	\$50,000	\$50,000	\$350,000
Bishop School Envelope - Window, Masonry			\$950,000			\$950,000
Peirce School Additional Classrooms	\$100,000					\$100,000
INFRASTRUCTURE IMPROVEMENT	\$80,000	\$800,000	\$800,000			\$1,680,000
Bishop School RTUs, EMS Upgrades		\$150,000				\$150,000
Brackett School Playground Renovation	\$80,000		\$800,000			\$880,000
Gibbs School Additional Classrooms		\$250,000				\$250,000
Ottoson Middle School RTUs, EMS Upgrades		\$400,000				\$400,000



CAPITAL PLAN FY2023-2027 (cont.)

	2023	2024	2025	2026	2027	Grand Total
MAJOR REPAIRS		\$1,600,000	\$1,000,000	\$2,650,000		\$5,250,000
Bishop School Roof Replacement		\$1,600,000				\$1,600,000
Dallin School RTUs, EMS Upgrades, Boilers			\$400,000			\$400,000
Hardy School Envelope Repairs - Window, Masonry				\$2,200,000		\$2,200,000
Hardy School RTUs, EMS Upgrades, Boilers				\$450,000		\$450,000
Peirce School RTUs, EMS Upgrades, Boilers			\$600,000			\$600,000
PHOTOCOPIER PROGRAM	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$600,000
All Schools - Photocopier Lease Program	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$600,000
PUBLIC BUILDING MAINTENANCE	\$560,000	\$55,000	\$55,000	\$35,000	\$35,000	\$740,000
All Schools - Ceiling Tile Replacement	\$10,000	\$0	\$10,000	\$10,000	\$10,000	\$40,000
All Schools - Energy Efficiency Projects	\$0	\$30,000	\$20,000			\$50,000
All Schools - Flooring	\$0	\$25,000	\$25,000	\$25,000	\$25,000	\$100,000
Brackett School Victaulic Fittings	\$50,000					\$50,000
Gibbs School Drainage Repairs	\$100,000					\$100,000
Hardy School Roof Replacement	\$400,000					\$400,000
STUDENT TRANSPORTATION				\$210,000		\$210,000
Bus #103 Replacement				\$110,000		\$110,000
Bus #107 Replacement				\$100,000		\$100,000
VEHICLE REPLACEMENT		\$50,000	\$140,000		\$50,000	\$240,000
Facilities Vehicle Replacement		\$50,000	\$50,000		\$50,000	\$150,000
Van # 109 - 8 Passenger Explorer			\$40,000			\$40,000
Van #113 - Food Service			\$50,000			\$50,000
TOWN MANAGER	\$75,000					\$75,000
EQUIPMENT REPLACEMENT	\$75,000					\$75,000
Big Belly Solar-Powered Trash Compactors	\$75,000					\$75,000
Grand Total	\$9,484,877	\$11,271,371	\$14,695,297	\$10,932,368	\$9,885,830	\$56,269,743



CAPITAL PLAN FY2023-2027 (cont.)

Fiscal Year	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Prior Non-Exempt Debt Service	\$6,973,574	\$6,549,989	\$6,186,238	\$ 6,411,272	\$5,501,256	\$31,622,330
Cash	\$3,426,277	\$3,685,432	\$4,080,547	\$3,496,368	\$4,545,830	\$19,234,454
New Non-Exempt Debt Service (FY23 & after)	\$0	\$260,241	\$805,354	\$1,555,871	\$1,811,755	\$4,433,222
BAN Interest and Principal	\$97,600	\$97,600	\$0	\$0	\$0	\$195,200
Total Non-Exempt Tax Burden	\$10,497,451	\$10,593,262	\$11,072,139	\$11,463,512	\$11,858,842	\$55,485,205
<i>Direct funding sources:</i>						
Ambulance Revolving Fund	(\$94,231)	(\$66,742)	(\$64,628)	(\$62,514)	(\$60,400)	(\$348,515)
Antenna Funds	(\$198,584)	(\$192,694)	(\$176,469)	(\$166,891)	(\$122,849)	(\$857,487)
Asset Sale Proceeds	(\$946)					(\$946)
Capital Carry Forwards	(\$258,099)					(\$258,099)
Parking Benefits District	(\$25,000)					
Recreation Enterprise Fund		(\$44,500)	(\$44,500)	(\$44,500)	(\$44,500)	(\$178,000)
Rink Enterprise Funds	(\$56,256)	(\$56,256)	(\$56,256)	(\$31,097)	(\$30,269)	(\$230,134)
Urban Renewal Fund	(\$44,144)	(\$42,544)	(\$40,944)	(\$34,494)	(\$33,467)	(\$195,592)
<i>Adjustments to 5% Plan:</i>						
Roadway Reconstruction Override 2011	(\$512,033)	(\$524,834)	(\$537,955)	(\$551,404)	(\$565,189)	(\$2,691,416)
Accessibility Improvements Override 2019	(\$210,125)	(\$215,378)	(\$220,763)	(\$226,282)	(\$231,939)	(\$1,104,486)
Debt service, Town-owned Rental Properties		(\$13,500)	(\$13,150)	(\$12,800)	(\$12,450)	(\$51,900)
Net Non-Exempt Plan	\$9,098,033	\$9,436,814	\$9,917,475	\$10,333,530	\$10,757,779	\$49,543,630
Pro Forma Budget	\$182,117,355	\$188,670,880	\$198,302,786	\$206,619,807	\$215,167,994	\$990,878,822
Budget For Plan at 5%	\$9,105,868	\$9,433,544	\$9,915,139	\$10,330,990	\$10,758,400	\$49,543,941
Plan as % of Revenues	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Variance From Budget	\$7,835	(\$3,270)	(\$2,335)	(\$2,540)	\$621	\$311

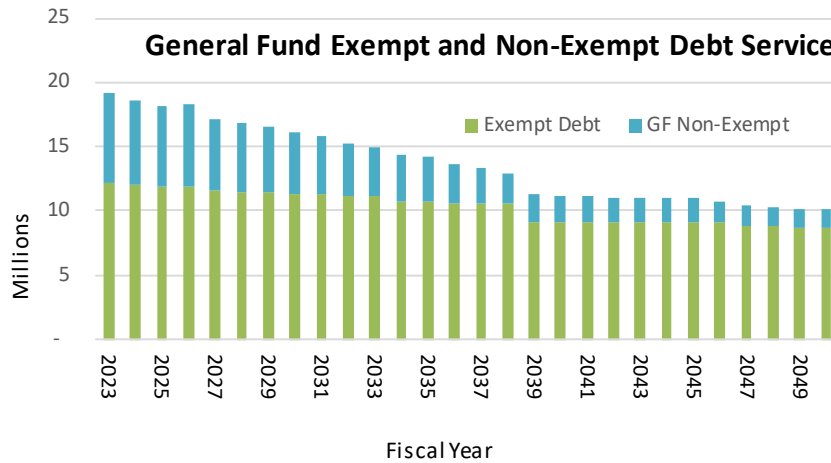
	2023	2024	2025	2026	2027	Grand Total
BOND	\$2,252,100	\$2,521,000	\$5,732,750	\$2,595,000	\$1,040,000	\$14,140,850
CASH	\$3,426,277	\$3,685,432	\$4,080,547	\$3,496,368	\$4,545,830	\$19,234,454
OTHER	\$3,806,500	\$5,064,939	\$4,882,000	\$4,841,000	\$4,300,000	\$22,894,439
CPA	\$2,207,733	\$80,000				\$2,287,733
Grand Total	\$11,692,610	\$11,351,371	\$14,695,297	\$10,932,368	\$9,885,830	\$58,557,476

Fiscal Year 2023 Budget

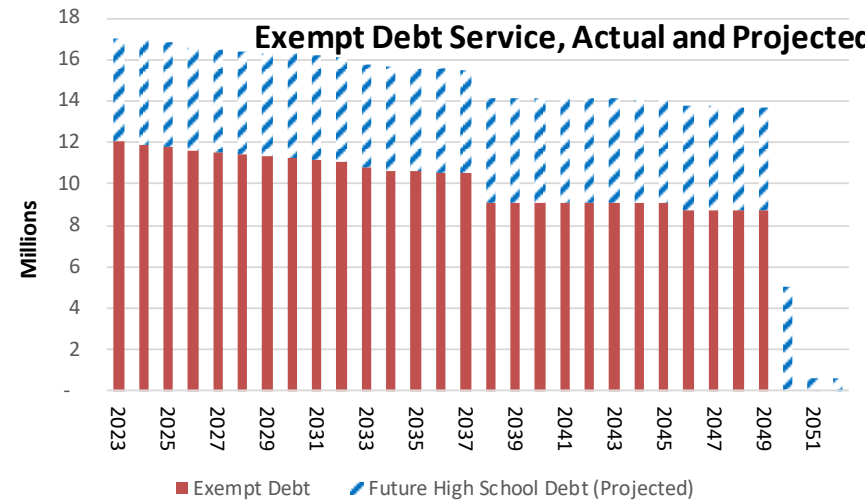


Capital Improvement Program

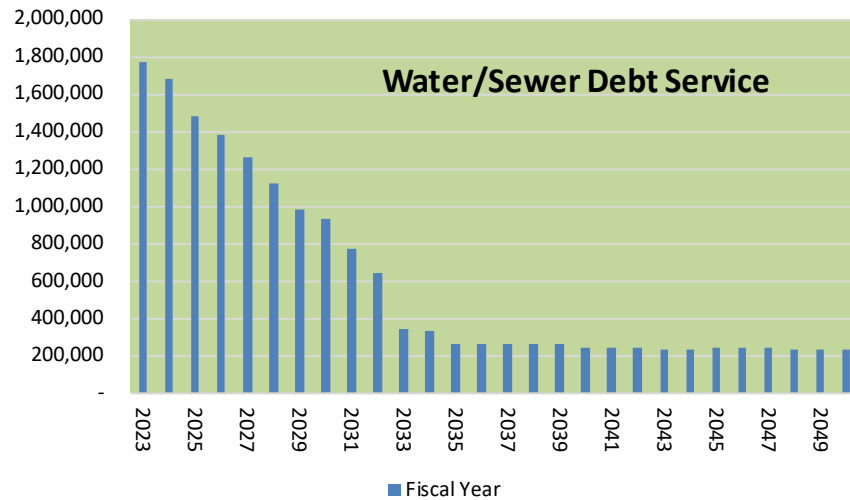
General Fund Exempt and Non-Exempt Debt Service



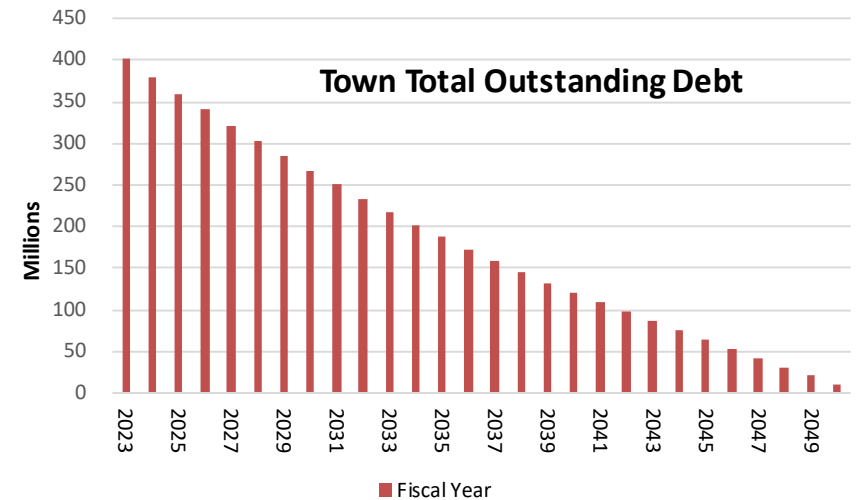
Exempt Debt Service, Actual and Projected



Water/Sewer Debt Service



Town Total Outstanding Debt





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SECTION VII

NON-APPROPRIATED EXPENSES



NON-APPROPRIATED EXPENSES

STATE ASSESSMENTS • CHERRY SHEET OFFSETS •
TAX ABATEMENT OVERLAY • COURT JUDGMENTS AND
DEFICITS

**NON-APPROPRIATED EXPENSES**

This category includes mandated assessments and expenditures, which are automatically added to the tax rate without appropriation. Overall, non-appropriated expenses are budgeted to decrease \$502,931 (9.93%) in FY2022. The total projected State Assessments for FY2023 are \$3,774,290, an increase of \$154,618 from FY2022. The MBTA accounts for \$3,208,809 of this total and is increasing 3.7%. The remaining Non-Appropriated expenses include Cherry Sheet Offsets, Court Judgments and Deficits, and Tax Abatement Overlay. These items total \$785,001 which is a decrease of \$657,549 from FY2022 final Recap figure, because the Town fully paid off the Symmes debt service payments. The FY2023 Overlay will be adjusted when the final tax rate is set in the fall.

Non-Appropriated Expenses	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Budget	Budget Change
State Assessments					
MBTA	3,045,955	3,066,409	3,094,335	3,208,809	114,474
RMV Non-Renewal Surcharge	33,480	33,560	33,560	12,140	(21,420)
Air Pollution Districts	17,772	18,234	19,323	19,782	459
Metropolitan Area Planning Council	23,998	24,491	25,084	25,864	780
Special Education Charge	16,279	39,741	21,853	22,180	327
Charter School tuition	203,873	230,116	290,551	375,231	84,680
School Choice	67,236	71,187	134,966	110,284	(24,682)
State Assessments Sub-total	3,408,593	3,483,738	3,619,672	3,774,290	154,618
Cherry Sheet Offsets	59,468	71,523	75,100	85,001	9,901
Tax Abatement Overlay	503,383	961,455	600,000	600,000	-
Court Judgments & Deficits	1,012,514	671,950	767,450	100,000	(667,450)
Total	4,983,958	5,188,666	5,062,222	4,559,291	(502,931)

***MBTA***

The MBTA is composed of 175 communities: the 14 original member communities of the Metropolitan Transit Authority (MTA), and 161 additional communities, which are receiving direct MBTA service. Chapter 161A of the Acts of 2000 increased the number of communities that constitute the MBTA from 78 to 175. The additional 97 communities have been receiving MBTA service; however, the original authorizing language made no provision for these communities to be assessed. The Authority is required to assess each community's share of the overall Authority's assessments. All communities associated with the Authority must contribute to the MBTA State and Local Assistance Fund an amount not less than \$136,026,868. After FY2006, this amount was adjusted each July 1 by the rate of inflation, but not more than 102.5% of the previous year's assessment. Each community's MBTA assessment shall equal its weighted share of the total population of the authority. Chapter 161A, Section 9 has determined the weights for each community. The population figures utilized in this calculation should be the most recent from the United States Census Bureau. Assessments are also weighted by the level of service within each community.

For FY2023, the Town's assessment will increase \$114,474 or 3.7%.

PARKING FINE REGISTRY SURCHARGE

If after proper notices, a motorist fails to pay a parking fine, motor vehicle excise tax, or a charge for abandonment of a motor vehicle, the Town notifies the Registry of Motor Vehicles (RMV) not to renew the license and registration of that motorist. To cover the RMV's administrative costs of entering the necessary information into its computer system, the RMV assesses the Town a fee of \$20 for each notification it receives. This fee, which comes through as a charge on the Cherry Sheet, is recovered by the Town by adding this amount and other penalties to the original fine amount. The FY2023 surcharge assessment is estimated to be \$12,140, subject to final assessments made once the State budget is approved.

AIR POLLUTION CONTROL DISTRICT

General Laws Chapter 11, Section 142B, requires that communities be assessed for a portion of the costs incurred by the State Department of Environmental Protection (DEP) to monitor air pollution levels and enforce air quality standards at industrial, commercial, and institutional facilities. Expenditures made for such purposes are assessed against the metropolitan communities, one- half in proportion to the EQV's and one- half by the population of each community. Costs for FY2023 are estimated at \$19,782 an increase of \$459 or 2.38%.

METROPOLITAN AREA PLANNING COUNCIL

The basic purpose of the Council is to coordinate and assist communities in their planning efforts, particularly for those activities or projects that may have a regional impact. The assessment for FY2023 is estimated at \$25,864, an increase of \$780 or 3.11%.

***SPECIAL EDUCATION CHARGE***

The purpose of this program is to partially reimburse the state for providing special needs education to children enrolled in state hospital schools. The cost that each municipality is charged is the average per pupil cost of education within the school district multiplied by the Full Time Equivalent of resident pupils served by the state. Current year charges are for pupils served in the prior school year. In FY2023, the State will charge Arlington \$22,180, an increase of \$327 or 1.5%.

CHARTER SCHOOL TUITION

The purpose of this program is to assess the sending municipality or regional school district for pupils attending charter schools. Charter school tuition charges are assessed against the sending district and paid to the charter school district. Charter Schools receive per-pupil payments from sending districts equal to the average cost per student in that district, plus a capital funding share equal to the state average of what districts pay per pupil in principal and interest for land and buildings. Cherry Sheet assessments for the upcoming fiscal year are based on pre-enrollment data from October of the current fiscal year. Final assessments are based upon March 15 figures. The tuition assessment for FY2023 is estimated at \$375,231 an increase of \$84,680 or 29.1% from FY2022.

SCHOOL CHOICE SENDING TUITION

This is an assessment to the Town of Arlington for pupils attending another school district under school choice. School choice tuition charges are assessed against a sending district and paid to a receiving school district. Per pupil tuition rates are based on the receiving district's per pupil costs for the prior fiscal year. Costs are based on instruction, pupil services, administration, maintenance, and fixed charges. A student's tuition equals 75 percent of the per pupil cost, up to a limit of \$5,000, so effectively Arlington is charged \$5,000 per student, except for students with an individualized education plan, in which case a special education increment augments that tuition. The FY2023 charge is \$110,284, a decrease of \$24,682 or 18.3%.

CHERRY SHEET OFFSETS

Included in the estimated amount of aid to be received from the state are grant funds for the Town's Public Libraries. These funds are reserved for direct expenditure by the Library and cannot be counted as general available revenues. Consequently, as part of the tax rate preparation process, whatever amount is included within the State aid estimate is also included in the non-appropriated expenses section as offsetting debits.

The library grant actually includes three grant programs more fully described in the revenue section of this budget under Cherry Sheet Offsets. It is projected to increase to a total of \$85,001, and increase of \$9,901 or 13.2%.

**TAX ABATEMENT OVERLAY**

State law requires that the Assessors put aside funds from each tax levy in a reserve that is called an Overlay. This account is established in anticipation that a certain percentage of the tax levy may end up being abated. Individual tax abatements are paid out of this fund. The final amount of the overlay account is determined by the Assessors and added to the tax rate without appropriation, and is usually set at anywhere from 1% to 2.5% of the tax levy. In revaluation years, which occur every three years, the overlay account is usually set at a higher amount in anticipation of an increased number of abatements. In other years, the overlay is set closer to \$600,000. FY2023 it will be set at \$600,000. Any surplus left in an overlay account is appropriated by Town Meeting in much the same manner as free cash. Under the Municipal Modernization Act, Ch. 218 of the Acts of 2016, municipalities changed from accounting for overlays for each tax year to combining all previous overlay accounts into a single fund. As of June 30, 2021, the balance in the overlay account was \$2,552,373. From these account, \$400,000 is proposed to be declared surplus and be used as a revenue source in FY2023.

COURT JUDGMENTS, DEFICITS, AND OTHER

State law provides that if the Town receives a court judgment requiring the payment of funds, the Treasurer, with the Director of Account's approval, may pay the award from the treasury without appropriation. The amount must then be added to the tax rate for the following year unless a subsequent appropriation is made to cover the deficit prior to setting the next year's tax rate. For FY23, an allowance of \$100,000 has been made for any such judgments.

From time to time, there are other non-appropriated expenses which have to be added to the tax rate. Any deficits in revenue, overlay, pensions, or debt and interest accounts, along with tax title amounts, and snow and ice budgets, must be added to the following year's tax rate.

In prior years, as a result of a special act of the legislature, any tax revenue from the Symmes project was debited here as a reserve to pay down the debt for the Symmes project. Once the debt was paid off in FY2022, the taxes associated with the project go into the General Fund, like all other property taxes.



SECTION VIII

FUND INFORMATION & TOWN FINANCIAL POLICIES



Financial Funds and Basis of Accounting

Governmental fund financial statements are reported using the flow of current financial resources measurement focus and the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (i.e., measurable and available). Measurable means the amount of the transaction can be determined and available means collectible within the current period or soon enough thereafter to pay liabilities of the current period. Expenditures are recorded when the related fund liability is incurred, except for un-matured interest on general long-term debt which is recognized when due, and certain compensated absences, claims and judgments which are recognized when the obligations are expected to be liquidated with current expendable available resources.

The Town considers property tax revenues available if they are collected within 60 days after year-end. Investment income is susceptible to accrual. Other receipts and tax revenues become measurable and available when the cash is received and are recognized as revenue at that time.

Entitlements and shared revenues are recorded at the time of receipt or earlier if the susceptible to accrual criteria is met. Expenditure driven grants recognize revenue when the qualifying expenditures are incurred and all other grant requirements are met.

The following major governmental funds are reported:

- The General Fund is the primary operating fund. It is used to account for all financial resources, except those that are required to be accounted for in another fund.
- The Capital Borrowing Fund is a capital project fund used to account for the Town's annual capital appropriations that are budgeted to be financed through long-term borrowing.
- The non-major governmental funds consist of special revenue, other capital projects, and permanent funds that are aggregated and presented in the *non-major governmental funds* column on the governmental funds financial statements.

The following describes the general use of these fund types:

- The *special revenue fund* is used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than permanent funds or capital projects.
- The *capital projects fund* is used to account for and report financial resources that are restricted, committed, or assigned to expenditure for capital outlays, including the acquisition or construction of capital facilities and other capital assets of the governmental funds.
- The *permanent fund* is used to account for and report financial resources that are legally restricted to the extent that only earnings, not principal, may be used for purposes that support the governmental programs.

**Financial Funds and Basis of Accounting (cont.)**

Proprietary fund financial statements are reported using the flow of economic resources measurement focus and use the accrual basis of accounting. Under this method, revenues are recorded when earned and expenses are recorded when the liabilities are incurred.

Proprietary funds distinguish operating revenues and expenses from non-operating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with the proprietary funds principal ongoing operations. All revenues and expenses not meeting this definition are reported as non-operating revenues and expenses.

The following major proprietary funds are reported:

- The *Water and Sewer Enterprise Fund* is used to account for the water and sewer activities.
- The *Arlington Youth Services Enterprise Fund* is used to account for the youth services activities.
- The *Council on Aging Enterprise Fund* is used to account for the council on aging activities.
- The *Ed Burns Arena Enterprise Fund* is used to account for the rink activities.
- The *Recreation Enterprise Fund* is used to account for the recreation activities.

Fiduciary fund financial statements are reported using the flow of economic resources measurement focus and use the accrual basis of accounting. Fiduciary funds are used to account for assets held in a trustee capacity for others that cannot be used to support the governmental programs.

The following fiduciary fund types are reported:

- The *pension trust fund* is used to account for the activities of the System, which accumulates resources to provide pension benefits to eligible retirees and their beneficiaries.
- The *other postemployment benefit trust fund* is used to accumulate resources to provide funding for future other postemployment benefits (OPEB) liabilities.
- The *private-purpose trust fund* is used to account for trust arrangements, other than those properly reported in the pension trust fund, other postemployment benefit trust, or permanent fund, under which principal and investment income exclusively benefit individuals, private organizations, or other governments.
- The *agency fund* is used to account for assets held in a purely custodial capacity.

**Financial Funds and Basis of Accounting (cont.)**

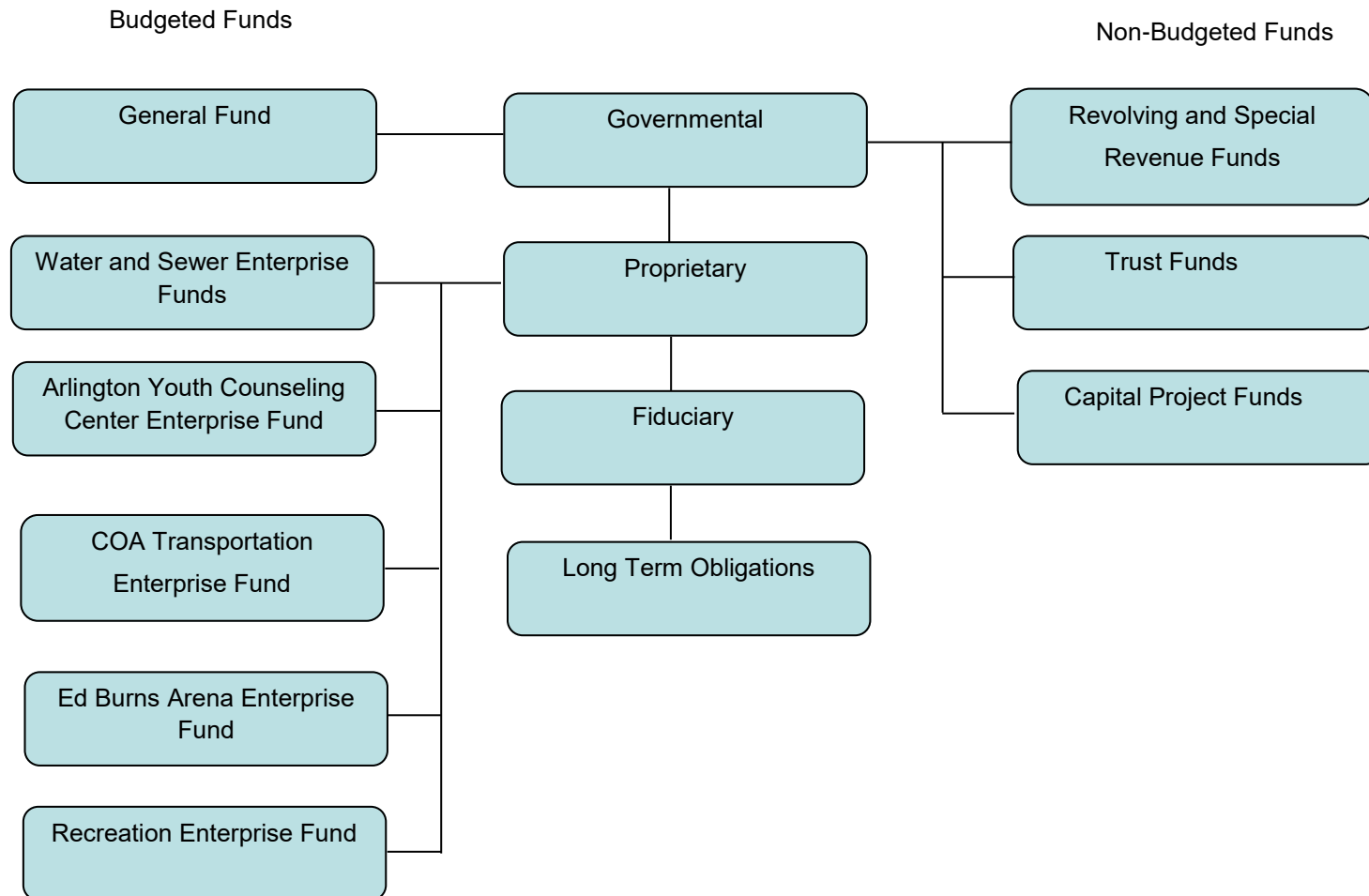
An annual budget is adopted for the Town's General and Enterprise Funds. The Town's annual budget is adopted on a statutory basis, specific to the Commonwealth of Massachusetts, and it differs in some respects from Generally Accepted Accounting Principles (GAAP) used to produce the Certified Annual Financial Report (CAFR). The major differences between the budget and GAAP basis are that:

1. Budgeted revenues are recorded when cash is received, except for real estate and personal property taxes, which are recorded as revenue when levied (budget), as opposed to when susceptible to accrual (GAAP).
2. For the budget, encumbrances are treated as expenditures in the year the commitment is made. Also, certain appropriations do not lapse and are treated as budgetary expenditures in the year they are authorized as opposed to when the liability is actually incurred (GAAP).
3. The depreciation of Fixed Assets is not recognized as a current expense on a budgetary basis, except to the extent that actual maintenance costs are included in departmental budgets.

State law requires the Town pass a balanced budget. A balanced budget is one where either revenues match expenditures or revenues and transfers for fund balance or reserves match expenditures.



All Funds





Overall Budget Summary

	General Fund	Water and Sewer	Recreation	Rink	AYCC	COA Transport	Total Funds
Revenue							
Property Tax	\$ 148,700,283						\$ 148,700,283
Local Receipts/Fees	\$ 9,225,900	\$ 23,563,698	\$ 1,792,824	\$ 601,036	\$ 997,740	\$ 98,200	\$ 36,279,398
State Aid	\$ 24,923,804						\$ 24,923,804
American Rescue Plan Act (ARPA)	\$ 5,000,000				\$ 100,000		\$ 5,100,000
Free Cash/Fund Balance	\$ 5,539,215	\$ -		\$ 13,382		\$ 46,444	\$ 5,599,041
Other Funds	\$ 400,000						\$ 400,000
Override Stabilization Fund	\$ 3,373,854						\$ 3,373,854
Transfers in (Offsets)	\$ 3,200,418	\$ 320,000	\$ 100,000		\$ 120,000	\$ 50,000	\$ 3,790,418
TOTAL REVENUES	\$ 200,363,474	\$ 23,883,698	\$ 1,892,824	\$ 614,418	\$ 1,217,740	\$ 194,644	\$ 228,166,798
Expenditures							
Salaries	\$ 31,337,702	2,554,878	785,329	279,395	1,167,240	\$ 162,344	\$ 36,286,888
Expenses	\$ 11,839,451	1,082,055	1,041,515	246,650	50,500	\$ 32,300	\$ 14,292,471
Arlington School Department	\$ 84,447,869						\$ 84,447,869
Minuteman Regional High School	\$ 7,947,938						\$ 7,947,938
Non-Departmental (Healthcare & Pensions)	\$ 35,140,146	2,091,160	\$ 65,980	32,117			\$ 37,329,403
Capital (Includes Debt Service)	\$ 21,949,893	2,155,086		56,256			\$ 24,161,235
MWRA Debt Shift/Transfers to Other Funds	\$ -	16,000,519					\$ 16,000,519
Warrant Articles	\$ 1,388,006						\$ 1,388,006
Reserve Fund & Elections	\$ 1,753,178						\$ 1,753,178
Override Stabilization Fund Deposit	\$ -						\$ -
TOTAL EXPENDITURES	\$ 195,804,183	\$ 23,883,698	\$ 1,892,824	\$ 614,418	\$ 1,217,740	\$ 194,644	\$ 223,607,507
Non-Appropriated Expenses	\$ 4,559,291						\$ 4,559,291
State Assessment, Library Direct Aid, Overlay							
TOTAL EXPENSES	\$ 200,363,474	\$ 23,883,698	\$ 1,892,824	\$ 614,418	\$ 1,217,740	\$ 194,644	\$ 228,166,798
Surplus / (Deficit)	\$ 0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 0

**Fund Balances**

The Town defines a **fund balance** as the difference between assets and liabilities reported in a government fund. This is also known as fund equity. The Town classifies the funds as follows: General Fund, Enterprise Funds, Reserve Funds and Revolving Funds.

General Fund – The fund used to account for most financial resources and activities governed by the normal Town Meeting appropriation process.

Free Cash – “Free Cash” is a revenue source that results from the calculation, as of July 1, of a community’s remaining, unrestricted funds from operations of the previous fiscal year, based on the balance sheet as of June 30. It typically includes actual receipts in excess of revenue estimates and unspent amounts in departmental budget line-items for the year just ending, plus unexpended free cash from the previous year. Consistent with current practice, the Town appropriates up to 50% of its Free Cash balance from the prior year to as an operating revenue.

Enterprise Fund – An enterprise fund, authorized by MGL Ch. 44 Sec. 53F ½ is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered user charges and the portion that is subsidized by the tax levy, if any.

Revolving Fund – A revolving fund allows a community to raise revenues from a specific service and use those revenues without appropriation to support the service. For department revolving funds, MGL Ch. 44 Sec. 53E ½ stipulates that each fund must be reauthorized each year at annual Town Meeting and that a limit on the total amount that may be spent from each fund must be established at that time.

Urban Renewal Fund – An urban renewal fund is a fund set up to help a community meet the planning and implementation costs of urban revitalization and development projects.



Reserve Fund – An amount set aside annually within the budget of a town to provide a funding source for extraordinary or unforeseen expenditures. In a town, the finance committee can authorize transfers from this fund for “extraordinary or unforeseen” expenditures. Other uses of the fund require budgetary transfers by Town Meeting.

Tip Fee Stabilization Fund – The Town of Arlington participated in a regional solid waste consortium, the North East Solid Waste Committee. Upon leaving the consortium in September of 2005, the Town was entitled to revenue derived from the regional agreement. Since then, the Town uses funds from the Tip Fee Stabilization Fund to offset solid waste disposal costs. The Town appropriated \$164,000 from the fund in FY2014 depleting its balance.

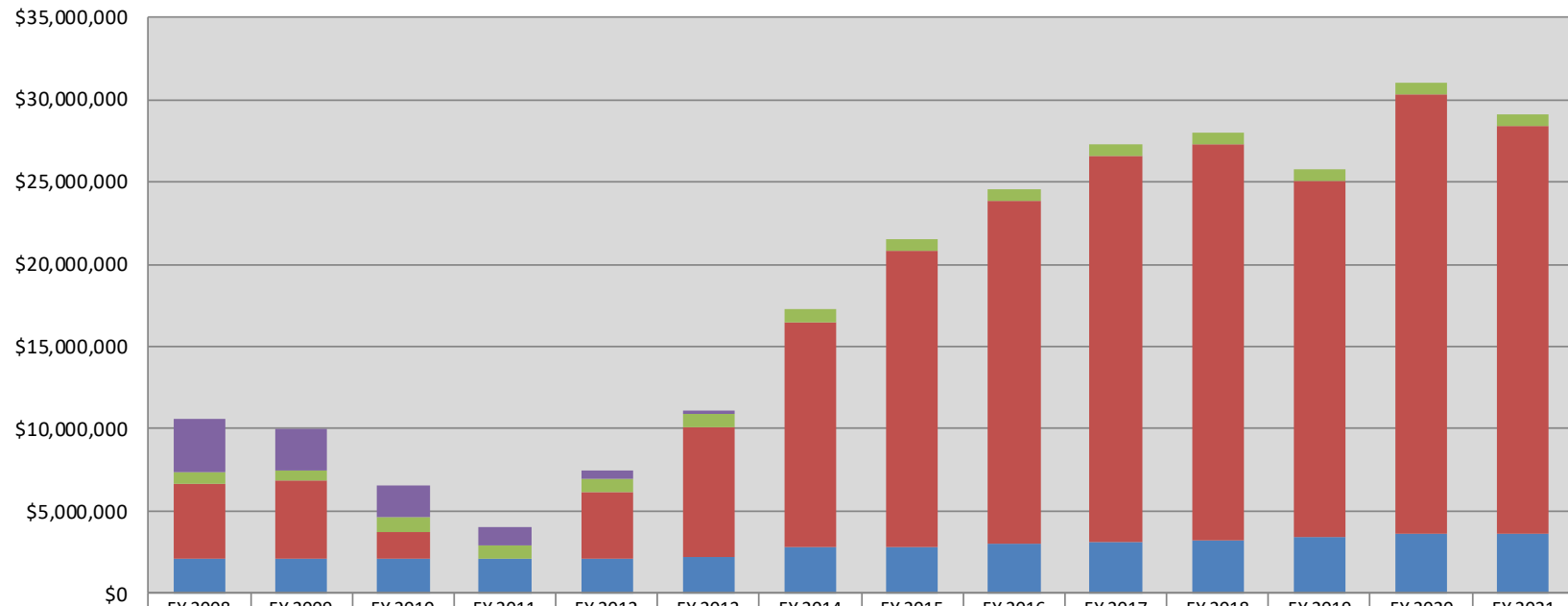
Municipal Buildings Trust Fund – In accordance with Massachusetts General Law, Chapter 40, Section 13, the Town established a Municipal Buildings Trust Fund for the purposes of offsetting the costs associated with significant property loss.

Override Stabilization Fund – The Override Stabilization Fund was created as a result of the 2005 Proposition 2 1/2 override. The Town makes annual appropriations to the fund until the time in which it is necessary to make withdrawals for the purposes of balancing the general fund budget. As the graph illustrates on page 212, the first appropriation to the fund was in FY2006 after the passage of an operating override and was depleted in FY2011. The Town passed an override leading into FY2012, which explains the increase of \$3,993,618 that year and a \$5.5 million override in June 2019, which is projected to keep the Town’s budget balanced until FY2024.

Long Term Stabilization Fund – In accordance with Massachusetts General Law, Chapter 40, Section 5B, the Town may appropriate in any year an amount not exceeding, in the aggregate, 10% of the amount raised in the preceding fiscal year’s tax levy. The Town may appropriate funds from the Long Term Stabilization Fund for any lawful purpose with a two-thirds vote of Town Meeting.



Reserve Fund Balances
(end of year)



	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Tip Fee Stabilization	\$3,187,031	\$2,559,441	\$1,888,492	\$1,012,094	\$563,769	\$164,260	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Muni. Bldg. Trust Fund	\$702,689	\$613,717	\$963,451	\$853,710	\$835,406	\$816,559	\$796,870	\$771,724	\$752,491	\$720,989	\$711,798	\$708,572	\$699,628	\$680,296
Override Stabilization	\$4,531,174	\$4,687,515	\$1,581,292	-	\$3,993,618	\$7,888,722	\$13,678,30	\$18,000,92	\$20,850,65	\$23,481,07	\$24,010,77	\$21,618,53	\$26,671,15	\$24,775,99
Long Term Stabilization	\$2,138,449	\$2,157,451	\$2,105,456	\$2,114,858	\$2,121,897	\$2,227,631	\$2,768,663	\$2,774,188	\$2,982,120	\$3,119,606	\$3,269,090	\$3,452,628	\$3,611,730	\$3,618,504



Revolving Fund Balances

	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
Ambulance/Life Support	\$396,176	\$256,610	\$298,672	\$405,815	\$547,148	\$628,306	\$687,553	\$493,507	\$525,833	\$385,824	\$222,194
Board of Health	\$91,253	\$103,800	\$86,284	\$65,529	\$56,720	\$104,466	\$113,619	\$137,142	\$151,784	\$165,954	\$148,907
Conservation Commission	\$2,907	\$3,221	\$3,312	\$2,742	\$2,742	\$2,710	\$2,623	\$2,623	\$1,523	\$19,337	\$2,840
Council on Aging Program				\$4,320	\$4,571	\$9,974	\$22,263	\$29,156	\$30,081	\$106,942	\$27,049
Field User Fees	\$62,975	\$49,757	\$72,820	\$63,849	\$23,390	\$36,126	\$48,065	\$31,570	\$72,800	\$1,343	\$1,221
Fox Library	\$16,523	\$17,891	\$13,690	\$15,068	\$16,773	\$3,780	\$3,857	\$1,345	\$1,345	\$1,221	\$4,814
Gibbs School Energy		\$25,688	\$27,730	\$36,459	\$34,171	\$28,078	\$26,468	\$8,402	\$10,925	\$4,814	\$4,552
Library PC Vendor	\$12,711	\$13,361	\$14,315	\$4,873	\$4,745	\$8,420	\$9,661	\$11,068	\$7,042	\$6,260	\$55,513
Private Way Repair	\$13,305	\$1,305	\$13,305	\$50,858	\$87,715	\$118,526	\$85,767	\$59,606	\$93,000	\$62,223	\$14,715
Public Way Repair	\$168	\$168	\$168	\$168	\$168	\$168	\$15,255	\$14,715	\$14,715	\$14,715	\$236
Robbins House Rental	\$22,958	\$33,938	\$35,312	\$31,893	\$19,093	\$13,027	\$17,641	\$7,865	\$12,160	\$19,435	\$36,743
Robbins Library Rental	\$11,658	\$17,892	\$16,751	\$21,696	\$26,586	\$24,451	\$24,414	\$29,409	\$34,930	\$38,380	\$45,722
Town Hall Rental	\$29,904	\$42,735	\$22,163	\$14,534	\$70,154	\$96,859	\$86,999	\$84,578	\$106,050	\$105,902	\$1,526
Uncle Sam	\$344	\$319	\$411	\$1,526	\$1,526	\$1,526	\$1,526	\$1,526	\$1,526	\$1,526	\$39,569
White Good Recycling	\$44,369	\$38,202	\$16,755	\$45,109	\$57,406	\$57,041	\$59,216	\$65,180	\$60,137	\$42,567	\$42,567
TOTAL	\$705,251	\$604,887	\$621,688	\$764,439	\$952,908	\$1,133,458	\$1,204,928	\$977,692	\$1,123,853	\$976,443	\$648,582

	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
Urban Renewal Fund	\$290,665	\$377,193	\$399,794	\$400,732	\$439,839	\$542,262	\$456,159	\$341,816	\$202,954	\$121,047	\$49,741



Fund Balances

	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
General Fund (Free Cash)	4,378,542	7,793,055	6,085,848	6,871,692	9,074,598	9,701,131	9,186,749	11,119,563	11,802,775	11,318,368	11,078,429
Enterprise Funds											
Water/Sewer Enterprise	4,422,651	2,551,390	2,497,966	3,718,958	8,546,621	7,188,427	7,299,339	7,844,907	6,220,101	5,799,829	7,748,848
Youth Enterprise	50,000	67,661	45,315	23,474	23,056	37,349	44,349	36,214	53,212	64,843	68,724
Council on Aging Enterprise	97,152	112,520	114,489	132,640	63,211	80,209	50,658	66,053	61,707	92,657	79,028
Rink Enterprise	91,325	78,992	90,435	74,503	77,154	78,839	357,573	49,265	14,728	41,021	102,392
Recreation Enterprise	101,380	105,452	120,887	132,023	205,874	381,219	446,480	683,966	765,855	371,447	733,459

MAJOR & NON MAJOR FUNDS - CHANGES IN FUND BALANCE

General Fund - 0100 & 0200

Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB
2015	\$10,380,555	\$10,291,536	(\$89,019)	-1%
2016	\$10,291,536	\$13,761,217	\$3,469,681	34%
2017	\$13,761,217	\$14,783,863	\$1,022,646	7%
2018	\$14,783,863	\$16,195,243	\$1,411,380	10%
2019	\$16,195,243	\$14,795,252	(\$1,399,991)	-9%
2020	\$14,795,252	\$13,657,736	(\$1,137,516)	-8%
2021	\$13,657,736	\$13,598,323	(\$59,413)	0%

The General Fund is the primary operating fund of the Town, and is used to account for all financial resources except those that are required to be accounted for in other funds.

For FY22, it is estimated that fund balance will remain consistent with FY21 or decline slightly because of the effect of the COVID-19 pandemic on revenues.

Water & Sewer Enterprise Fund - 6500

Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB
2015	\$0	\$8,546,621		
2016	\$8,546,621	\$7,188,427	(\$1,358,194)	-16%
2017	\$7,188,427	\$8,102,916	\$914,489	13%
2018	\$8,102,916	\$7,844,907	(\$258,009)	-3%
2019	\$7,844,907	\$6,220,101	(\$1,624,806)	-21%
2020	\$6,220,101	\$5,799,829	(\$420,273)	-7%
2021	\$5,799,829	\$7,748,848	\$1,949,019	34%

The Water and Sewer Enterprise Fund is a proprietary (enterprise) fund that is used to account for the water and sewer activities of the Town.

For FY22, it is estimated that fund balance will remain consistent with FY21 or decrease slightly because it has been a wet year and water sales are down.

**AYCC Enterprise Fund - 6550**

Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB
2015	\$23,474	\$23,055	(\$419)	-2%
2016	\$23,055	\$37,349	\$14,294	62%
2017	\$37,349	\$44,349	\$7,000	19%
2018	\$44,349	\$36,214	(\$8,135)	-18%
2019	\$36,214	\$53,212	\$16,998	47%
2020	\$53,212	\$64,843	\$11,631	22%
2021	\$64,843	\$68,724	\$3,881	6%

The Arlington Youth Counseling Center (AYCC) is a proprietary (enterprise) fund that is used to account for the activities of the AYCC.

The undesignated fund balance in FY21 saw an increase due to greater activity in the fund.

For FY22, it is estimated that fund balance will remain consistent with FY21.

Rink Enterprise Fund - 6570

Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB
2015	\$74,503	\$77,154	\$2,651	4%
2016	\$77,154	\$78,839	\$1,685	2%
2017	\$78,839	\$357,573	\$278,734	354%
2018	\$207,997	\$49,265	(\$308,308)	-86%
2019	\$49,265	\$14,728	(\$34,537)	-70%
2020	\$14,728	\$41,021	\$26,293	179%
2021	\$41,021	\$102,392	\$61,371	150%

The Rink Enterprise Fund is a proprietary (enterprise) fund that is used to account for the activities of the municipal ice skating rink.

Undesignated fund balance is expected to increase in FY22, because of recover in Rink activity after COVID-19 impacts in FY21.

COA Transportation Enterprise Fund - 6560

Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB
2015	\$132,639	\$93,211	(\$39,428)	-30%
2016	\$93,211	\$80,209	(\$13,002)	-14%
2017	\$80,209	\$77,093	(\$3,116)	-4%
2018	\$77,093	\$66,053	(\$11,040)	-14%
2019	\$66,053	\$61,707	(\$4,346)	-7%
2020	\$61,707	\$92,657	\$30,950	50%
2021	\$92,657	\$79,028	(\$13,630)	-15%

The Council on Aging (COA) Transportation Fund is a proprietary (enterprise) fund that is used to account for the activities of the COA Transportation services.

The undesignated fund balance has decreased over time due to lower than anticipated revenue collections, which was exacerbated by COVID in FY21..

For FY22, it is estimated that fund balance will remain consistent with FY21.

Recreation Enterprise Fund - 6580

Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB
2015	\$132,023	\$205,894	\$73,871	56%
2016	\$205,894	\$381,219	\$175,325	85%
2017	\$381,219	\$446,480	\$65,261	17%
2018	\$446,480	\$683,967	\$237,487	53%
2019	\$683,967	\$765,855	\$81,888	12%
2020	\$765,855	\$371,447	(\$394,408)	-51%
2021	\$371,447	\$733,459	\$362,012	97%

The Recreation Fund is a proprietary (enterprise) fund that is used to account for the activities of the recreation department.

Undesignated fund balance increased in FY21 due to increased program registration after COVID-19 impacts in FY21. It is expected that the balance will decrease slightly in FY22.

**Urban Renewal Fund - 2770**

Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB
2015	\$340,749	\$375,926	\$35,177	10%
2016	\$375,926	\$486,914	\$110,988	30%
2017	\$486,914	\$378,143	(\$108,771)	-22%
2018	\$378,143	\$263,991	(\$114,152)	-30%
2019	\$263,991	\$88,063	(\$175,928)	-67%
2020	\$88,063	\$112,117	\$24,054	27%
2021	\$112,117	\$49,741	(\$62,376)	-56%

The Urban Renewal Fund was set up to help the Town meet the planning and implementation costs of urban revitalization and development projects.

The FY21 fund balance declined because of the loss of tenants during the Central School renovation project. It is expected to recover in FY22..

Fiscal Stabilization Fund - 8950

Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB
2015	\$13,685,484	\$18,000,920	\$4,315,436	32%
2016	\$18,000,920	\$20,850,650	\$2,849,730	16%
2017	\$20,850,650	\$23,481,076	\$2,630,426	13%
2018	\$23,481,076	\$24,010,774	\$529,698	2%
2019	\$24,010,774	\$21,618,539	(\$2,392,235)	-10%
2020	\$21,618,539	\$26,671,157	\$5,052,618	23%
2021	\$26,671,157	\$24,775,993	(\$1,895,164)	-7%

The Fiscal Stabilization Fund (aka the "override" stabilization fund) was created in 2005 to help keep the budget stable and to avoid annual override votes.

Funds are accumulated when there are excess funds, and drawn down when spending exceeds available recurring revenue sources.

For FY22, the fund is estimated to decrease by \$3 million to support the FY23 operating budget.

Antenna Fund - 3480

Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB
2015	\$649,776	\$831,935	\$182,159	28%
2016	\$831,935	\$658,075	(\$173,860)	-21%
2017	\$658,075	\$649,256	(\$8,819)	-1%
2018	\$649,256	\$596,965	(\$52,291)	-8%
2019	\$596,965	\$570,872	(\$26,093)	-4%
2020	\$570,872	\$296,090	(\$274,782)	-48%
2021	\$296,090	\$311,084	\$14,993	5%

The Antenna Fund was created by home rule petition that allows for deposits of revenue generated from rent collected on antennas placed on municipal buildings. This revenue is used to fund open space and recreation purposes.

For FY22, the fund balance is estimated to continue to decrease because of additional expenditures for capital projects.

Stabilization Fund - 8850

Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB
2015	\$2,773,759	\$2,879,467		
2016	\$2,879,467	\$2,992,020	\$112,553	4%
2017	\$2,992,020	\$3,119,606	\$127,586	4%
2018	\$3,119,606	\$3,269,090	\$149,484	5%
2019	\$3,269,090	\$3,452,628	\$183,538	6%
2020	\$3,452,628	\$3,611,730	\$159,102	5%
2021	\$3,611,730	\$3,618,504	\$6,774	0%

The Stabilization Fund is the Town's "rainy day" fund. It can be used for any lawful purpose with a two-thirds vote of Town Meeting.

For FY22, the Fund is estimated to remain stable.

**OPEB - Retiree Healthcare Fund - 8890**

Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB
2015	\$7,427,776	\$8,377,646	\$949,870	13%
2016	\$8,377,646	\$9,184,192	\$806,546	10%
2017	\$9,184,192	\$11,201,306	\$2,017,114	22%
2018	\$11,201,306	\$12,854,012	\$1,652,706	15%
2019	\$12,854,012	\$14,521,818	\$1,667,806	13%
2020	\$14,521,818	\$15,865,946	\$1,344,128	9%
2021	\$15,865,946	\$21,268,077	\$5,402,132	34%

The OPEB fund is used to accumulate resources to provide funding for future other post-employment benefits (OPEB) liabilities.

The FY21 fund balance increased by \$1.3m due to appropriations made by Town meeting from available funds and from the Health Claims Trust Fund, as well as investment earnings. FY22 is estimated to increase based on continued Town meeting appropriations to the fund.

Health Claims Trust Fund - 8860

Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB
2015	\$3,692,046	\$2,808,350	(\$883,696)	-24%
2016	\$2,808,350	\$2,528,945	(\$279,405)	-10%
2017	\$2,528,945	\$2,248,008	(\$280,937)	-11%
2018	\$2,248,008	\$1,962,756	(\$285,252)	-13%
2019	\$1,962,756	\$1,698,927	(\$263,829)	-13%
2020	\$1,698,927	\$2,316,675	\$617,748	36%
2021	\$2,316,675	\$2,049,649	(\$267,026)	-12%

Health Claims Trust Fund is a fund that is a holdover from when the Town was self-insured. All funds are Town funds. The Town is now insured on a premium-based plan through the Commonwealth's health insurance plans.

The FY21 fund balance decreased due to the annual transfer of \$300,000 to the OPEB Fund. FY22 will also transfer \$300,000 to the OPEB fund.



Town of Arlington Standing Financial Policies & Practices

Balanced Budget: The Town defines a balanced budget as a budget in which receipts are greater than (or equal to) expenditures. The Commonwealth of Massachusetts requires all municipalities to present a balanced budget each year as a basic budgetary constraint intended to ensure that a government does not spend beyond its means and its use of resources for operating purposes does not exceed available resources over a defined period of time.

Free Cash Practice: The Town of Arlington appropriates up to 50% of the prior year's Certified Free Cash Balance as an operating revenue with a majority vote of Town Meeting.

Capital Budget: The Town Manager shall present a Capital Budget with General Fund spending, including non-exempt debt service and cash expenditures, equal to 5% of projected revenues. Debt shall be issued in accordance the M.G.L. Chapter 44, §§ 7 & 8. The Town has followed this practice since 1986.

Town of Arlington Historical Override Policies & Commitments

- 1) *Override funds will be made to last at least three years (FY2012-FY2014). No general override will be sought during this period.* – **Current projections have projected an override for FY2024.**
- 2) *If the override passes there will be no Pay As You Throw (PAYT) fee implemented in FY2012, but the placement of a ballot question regarding a revenue neutral PAYT option will be considered in FY2013.* – **This ballot question was not advanced due to the Town's implementation of a mandatory recycling program in FY2013 which has stabilized both hauling and waste disposal costs.**
- 3) *Town and School operating budget increases will be capped at 3.5% per year. An additional allowance of up to 7% shall be allowed for documented special education cost increases. Should actual special education cost increases exceed this amount, the remaining School budget shall be decreased by the difference.* – **This commitment has been maintained and this year's Town operating budget proposes a 2.93% increase.**



4) *Health care cost increases will be programmed at 7%. Should actual increases exceed this amount, the Town and School budget totals shall be proportionately decreased by the excess amount. Should actual increases be less than this amount as a result of negotiated health care savings, the extra savings will be:*

a) Deposited into the override stabilization fund to extend the three year override period;

b) Used to preserve services; and

c) To satisfy any and all negotiated items between the Town Manager, employees, and retirees. – The override period has been extended to nine years from the original three-year period based to a large degree on health care savings and the first year health care savings also supported FY2012 wage settlements with employee bargaining units. For future planning purposes, health care premiums are projected to grow at 5.25%, which more accurately reflects the historical average annual growth of Group Insurance Commission premiums.

5) *An additional \$600,000 shall be appropriated for the School Department in FY2012 and \$400,000 shall be appropriated each year in addition to the amount currently appropriated in the capital budget for road improvements. – This commitment has been met.*

6) *Reserves shall be maintained in an amount equivalent to at least 5% of the budget. – This commitment is being maintained.*

At the time the 2011 override was proposed, the Town was facing a projected deficit of \$6 million. Also at that time, the Legislature was discussing giving municipalities more authority to control their health care plans and costs. Optimistically, it was assumed that some changes would be made to allow the Town to save \$1 million. The proposed override was then set at \$6.49 million, an amount that projected to maintain current service levels for three years.

Approximately a month after the override passed, the State approved a significant health care reform law for municipalities that provided authority to make health care plan designs which matched what the State provides to its employees and also authorized municipalities to join the State's health care plan. As a result, Arlington joined the State's health care plan, the Group Insurance Commission (GIC) and has achieved significant savings which have enabled the Town to stretch the three-year plan to a nine-year plan. We are mindful of the strong desire of residents to maintain quality services and the sacrifices they made by supporting the override. We are committed to pursue all appropriate productivity improvements and cost reduction measures in order to sustain these quality services.

**Balancing Community Needs with Fiscal Prudence**

Beginning in the fall of 2014, the Long Range Planning Committee (LRPC) held a series of discussions focused on the future of Town and School budgets and the amount by which they should grow on an annual basis. These discussions were prompted by the desire of committee members to explore strategies that could extend the life of the current Long Range Plan (LRP) and thereby forestall the next time an operating override would need to be considered. These discussions resulted in a number of recommendations being adopted for the FY2016 budget based upon the following principles:

- 1) Exercising fiscal prudence to maintain financial stability through the success of a future operating override.
- 2) Balancing prudence with recognition of the needs and expectations of Arlington residents and building Town and School budgets accordingly.
- 3) Committing to strategically address the findings of the Comparative Compensation Study within the confines of the proposed long range planning parameters.

Based upon these principles, and the ongoing discussion of the Long Range Planning Committee, the following commitments are being maintained within the Long Range Plan:

- Health insurance premium growth is projected at 5.25% annually, mirroring the 10 year average premium growth of the GIC.
- Free Cash is assumed to be certified each year at the 10-year average certified amount.
- The rate of growth in annual pension costs is maintained at or below 5.5%.
- Annual budget growth for Town Departments is set at 3.25% for FY2018 and beyond.
- Annual budget growth for the general education portion of the School Department budget is maintained at 3.5% for FY2019 and beyond.

In addition to these commitments, the Town also maintains its commitment to addressing the financial pressures associated with Arlington's growing student enrollment. A funding formula, referred to as "Growth Factor" was first implemented in FY2015.



SECTION IX

GLOSSARY



GLOSSARY OF TERMS

Assessment/Offsets	The amount the State automatically deducts from Local Aid to cover town-shared expenses. The primary items that make up this amount are charter school and MBTA assessments.
Bond Anticipation Note (BAN):	Short term debt instrument used to generate cash for initial project costs and with the expectation that the debt will be replaced later by permanent bonding. Typically issued for a term of less than one year, BANs may be re-issued for up to five years, provided principal repayment begins after two years (MGL Ch. 44 §17). Principal payments on school-related BANs may be deferred up to seven years, if the community has an approved project on the Massachusetts School Building Authority (MSBA) priority list. BANs are full faith and credit obligations.
Capital (Includes Debt Service):	The Town's capital improvements program policies call for the allocation of approximately 5% of the general fund revenues to the capital budget. This is exclusive of dedicated funding sources such as enterprise funds, grants, and Proposition 2 ½ debt exclusion projects.
Cherry Sheet:	The official notification by the Massachusetts Commissioner of Revenue to municipalities and school districts of estimated state aid to be paid and charges to be assessed over the next fiscal year. As the state budget process unfolds, updated local aid proposals are posted. Cherry Sheets are issued once the state budget is enacted by the Legislature and approved by the Governor.
Chapter 70 School Aid Cherry Sheet:	Chapter 70 refers to the school funding formula created under the Education Reform Act of 1993 by which State Aid is distributed through the Cherry Sheet to help establish educational equity among municipal and regional school districts.
Chapter 90 Highway Funds:	State funds derived from transportation bond authorizations and apportioned to communities for road projects based on a formula under the provision of MGL Ch. 90 §34. The Chapter 90 formula comprises three variables: local road mileage (58.33%) as certified by the Massachusetts Highway Department (MHD), local employment level (20.83%) derived from the Department of Employment and Training (DET), and population estimates (20.83%) from the US Census Bureau. Local highway projects are approved in advance. Later, on the submission of certified expenditure reports to MHD, communities receive cost reimbursement to the limit of the grant.
Collective Bargaining:	The process of negotiating workers' wages, hours, benefits, working conditions, etc., between employer and some or all of its employees, who are represented by a recognized labor union.



Debt Exclusion:	A debt exclusion is the amount levied to the taxpayers in addition to the usual tax limit under Proposition 2 ½ to pay for the debt service on bonds issued for large capital projects. The amount of the tax increase is net of any reimbursement from the state, for example, for school building projects. The debt exclusion remains in effect until the bonds are fully paid.
Designated Unreserved Fund Balance:	A limitation on the use of all or part of the expendable balance in a governmental fund.
Enterprise Funds:	An enterprise fund, authorized by MGL Ch. 44 §53F½, is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy, if any. With an enterprise fund, all costs of service delivery — direct, indirect, and capital costs — are identified. This allows the community to recover total service costs through user fees if it chooses. Enterprise accounting also enables communities to reserve the surplus or unrestricted net assets generated by the operation of the enterprise rather than closing it out to the general fund at year-end. Arlington has five enterprise funds: Council on Aging Transportation, Recreation, Ed Burns Arena, Water & Sewer, and Arlington Youth Counseling Center.
Enterprise Fund Debt:	Debt service funded from Water & Sewer rates or other enterprise fund revenue.
Equalized Valuations (EQVs):	The calculation of the full and fair cash of all property in the Commonwealth as of a certain taxable date. EQVs have historically been used as a variable in determining some state aid accounts and for calculating county assessments and other costs. The Commissioner of Revenue, in accordance with MGL Ch. 58 §10C, is charged with the responsibility of biennially determining an equalized valuation for each city and town in the Commonwealth.
Excess Levy Capacity:	The difference between the levy limit and the amount of real and personal property taxes actually levied in a given year. Annually, the Select Board must be informed of excess levy capacity and its acknowledgement must be submitted to DOR when setting the tax rate.
Excluded or Exempt Debt:	Debt service that is funded through a debt exclusion vote. A debt exclusion is an action taken by a community through a referendum vote to raise the funds necessary to pay debt service costs for a particular project from the property tax levy, but outside the limits under Proposition 2 ½.
Fiscal Year:	A fiscal year runs July 1 through June 30. For example, Fiscal Year 2023 runs from July 1, 2022 through June 30, 2023.



Foundation Budget:	The spending target imposed by the Education Reform Act of 1993 for each school district as the level necessary to provide adequate education for all students.
Free Cash:	A revenue source that results from the calculation of a community's remaining, unrestricted funds from operations of the previous fiscal year, based on the balance sheet as of June 30. It includes actual revenue receipts in excess of revenue estimates and unspent amounts in departmental budget line-items for the year, plus unexpended free cash from the previous year. After the books are closed for the year, fund balances are submitted to the Department of Revenue for certification, generally in the fall with final certification in late fall or early winter. It is strongly recommended that free cash be spent on one-time expenditures since free cash itself is a one-time revenue source.
GASB 34:	A major pronouncement of the Governmental Accounting Standards Board that establishes new criteria on the form and content of governmental financial statements. GASB 34 requires a report on overall financial health, not just on individual funds. It requires more complete information on the cost of delivering services and value estimates on public infrastructure assets, such as bridges, roads, sewers, etc. It also requires the presentation of a narrative statement analyzing the government's financial performance, trends, and prospects for the future.
GASB 74/75:	Major pronouncements of the Governmental Accounting Standards Board issued to improve the accounting and reporting by state and local government for post employment benefits other than pensions (such as medical, dental, vision, benefits, etc). Through actuarial analysis, municipalities must identify the true costs of the OPEB earned by employees over their estimated years of actual service.
GIS:	Geographic Information System, a computerized mapping system and analytical tool that allows a community to access information on a parcel, area, or community wide basis. It also allows parcels to be identified and sorted on the basis of specified criteria. The system can integrate assessors' property data, water and sewer line networks, wetlands, floodplains, as well as other data.
Levy Ceiling:	A levy ceiling is a restriction on the tax levy, imposed by MGL Ch. 59 §21C (Proposition 2½). It requires property taxes not exceed 2½ percent of the total full and fair cash value of all taxable property, in other words, the maximum tax rate cannot increase by more than \$25 per \$1,000 of value. Property taxes levied may exceed this limit only if the community passes a capital, debt, or special exclusion.



Levy Limit:	MGL Ch. 59 §21C (Proposition 2 ½) states that the real and personal property taxes imposed by a city or town (the levy) may grow each year by 2½ percent above the prior year's levy limit, plus new growth, plus any overrides or exclusions. The levy limit can exceed the levy ceiling only if the community passes a capital, debt, or special exclusion.
Local Receipts:	Local receipts revenue collected through departmental operations. The primary local receipts are motor vehicle excise taxes, interest income, permits, licenses, fines, and fees.
Tax Levy Limit:	This amount represents the total amount of tax bills the town sends out each year to taxpayers. The levy is monitored by the state and can increase by 2.5% each year.
M.G.L.:	The Massachusetts General Laws, the official laws of the Commonwealth of Massachusetts.
Municipal Departments:	Select Board, Town Manager, Human Resources, Comptroller, Treasurer, Postage, Assessors, Information Technology, Legal, Town Clerk, Parking, Planning & Community Development, Facilities, Public Works, Police, Fire, Inspectional Services, Libraries, Health and Human Services, Board of Health, Veterans' Services, Council on Aging, Enterprise Funds (Water/Sewer, Recreation, Ed Burns Arena, Council on Aging Transportation, Youth Counseling Center), and other related boards (Board of Registrars, Redevelopment Board, and Zoning Board of Appeals).
MWRA Debt Shift:	The Town has accepted provisions of M.G.L., Ch. 59 § 21C whereby water and sewer debt costs are subsidized by taxes. Per vote of the Select Board, the MWRA Debt Shift has been fixed at \$5,593,112 since FY2007. The shift was phased out over three years beginning in FY2020.
New Growth:	New Growth is previously untaxed property, such as when a property owner makes improvements to an existing home or business or builds a new building. It increases the assessed value and adds to the levy limit.
Non-Appropriated Expenses:	Expenses which are contained on the Cherry Sheet from the state and charged to the Town, the largest of which is the annual MBTA assessment. Other non-appropriated expenses include: parking fine registry surcharge, air pollution control district, Metropolitan Area Planning Council, and Charter School Tuition. The Overlay is also included in non-appropriated expenses.
Non-Departmental (Healthcare & Pensions):	The Town's non-departmental liabilities includes health insurance and retirement costs for employees and retirees.



Non-Exempt Debt:	Debt service that is funded by the General Fund and within the limitations of Proposition 2½ i.e., debt that has is not being paid for through a debt exclusion.
OPEB:	Other Post-Employment Benefits, benefits, other than pensions, paid or owed to retired Town employees for health insurance, life insurance, or other similar benefits. OPEB creates a liability on the Town's balance sheet, similar to a pension fund liability. The Town has created an OPEB Trust Fund to offset that liability and is adding funds annually.
Override:	Under the provisions of MGL Ch. 59 §21C (Proposition 2½), voters may increase the Levy Limit to fund operating expenses by passing an operating override. This increase is a permanent change to the levy limit. An override may not increase the levy limit above the levy ceiling.
Overlay:	This amount is requested and set aside by the Assessors to cover any property tax abatements. Each year any remaining amount may, at the discretion of the Assessors, be used as a source of revenue.
Override Stabilization Fund:	The Override Stabilization Fund was created as a result of the 2005 Proposition 2½ override. The Town makes annual appropriations to the fund until the time in which it is necessary to make withdrawals for the purposes of balancing the general fund budget. As a result of the 2011 override, the Town made appropriations to the Fund through FY2018. In FY2019, the Town started to withdraw funds to balance the operating budget and it is projected to be depleted in FY2024.
Payment in Lieu Of Taxes:	An agreement between a municipality and an entity not subject to taxation, such as charitable or educational organizations, in which the payer agrees to make a voluntary payment to the municipality. By law, a city or town must make such a payment to any other community in which it owns land used for public purposes.
Property Tax:	The property tax levy is the revenue a city or town raises through real and personal property taxes.
Proposition 2 ½:	A State law enacted in 1980 and encoded in MGL Ch. 59 §21C, Proposition 2 ½ regulates local property tax administration and limits the amount of revenue a city or town may raise from local property taxes each year to fund municipal operations. It established levy ceilings and levy limits for all cities and town in Massachusetts.



Reserve Fund:	A fund established by the Annual Town Meeting. It is under the control of the Finance Committee, which may authorize transfers for extraordinary or unforeseen expenditures. The fund may be composed of an appropriation of not more than 5% of the tax levy for the preceding year.
School Department:	The Town's largest departmental budget. Funds appropriated to the school department offset the costs of personnel, operating school department facilities, transportation, and other expenses necessary for providing public education in the district.
Stabilization Fund:	A general reserve. Money from this fund may be appropriated by a two-thirds vote of Town Meeting.
Tax Title:	As collection procedure that secures a city or a town's lien on real property and protects the municipality's right to payment of overdue property taxes. Otherwise, the lien expires if five years lapse from the January 1 assessment date and the property has been transferred to another owner. If amounts remain outstanding on the property after issuing a demand for overdue property taxes and after publishing a notice of tax taking, the collector may take the property for the city or town. After properly recording the instrument of taking, the collector transfers responsibility for collecting overdue amounts to the Treasurer. After six months, the Treasurer may initiate foreclosure proceedings.
Town Meeting:	The legislative branch of town government. The Annual Town Meeting occurs each year in the spring and special town meetings sometimes meet in the fall or winter. Town Meeting authorizes all budget appropriations and debt issuances and it enacts changes to the Town's bylaws and zoning.
Warrant Articles:	The business agenda for Town Meeting is the warrant and the individual items are articles.